



Destination Management and Air Access Stakeholder Meeting: Summary Report

Kingdom Hotel, Victoria Falls
July 20th 2022

The Victoria Falls Destination Management Steering Committee, chaired by Victoria Falls City Council and Zimbabwe Tourism Authority, organized a stakeholder meeting to brief stakeholders on the proposal for a destination management partnership in Victoria Falls, and provide some insights into market data and air access to the destination.

The hybrid event was attended by 101 participants, 79 in the room and 22 online. They included the Mayor of Victoria Falls, PS Munodawafa of Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI), CEO Winnie Muchanyuka of ZTA, and representatives from the Ministry of State for Provincial Affairs. Half of the participants came from the tourism private sector, and half from a wide range of public agencies and civil society including ZIDA, ZIMParks, ACZ, CAAZ, Immigration, the Police, and VF SME Association.

The meeting was opened by the Mayor of Victoria Falls, and opening remarks were provided by PS Munodawafa, followed by the chair of the Destination Management Steering Committee, Mr Ngqabutho Moyo from Victoria Falls City Council. All made a strong case for the premise of destination management as an opportunity to coordinate better for Victoria falls – making it a better place to live in and a better place to visit. Dr Roger Carter – a destination management expert and former head of Edinburgh Tourist Board provided a technical overview of the typical functions and processes to set up a DMO, and Shelley Cox of We Are Victoria Falls acting as Secretariat to the committee provided feedback on the one-on-one 45 stakeholder consultations that have been done to date. Support for the initiative is almost unanimous, with clear consensus on the necessary conditions to help the partnership succeed (transparency, inclusiveness, a clear objective, public sector mandate and PPP structure). The full feedback report is available on <https://wearevictoriafalls.com/destination-management-process/>.

Enver Duminy, CEO of Cape Town Tourism shared their experience of transitioning to destination management, and several funding options for the proposed partnership were presented by the Steering Committee. These include public funding, donor funding, and revenue-raising activities. Before lunch an in-depth market segmentation and investment allocation analysis was presented by IFC and firm Twenty31, with granular tourist profiling, source markets and recommended channels to reach the target markets. Many stakeholders commented on the usefulness of this data and requested the full report, which will be available in August 2022.

The afternoon kicked off with a presentation from ZIDA on the development of the Masuwe SEZ. Unfortunately discussion on the Victoria Falls Masterplan was limited until such a time as the VFCC can provide an update. The afternoon closed with a detailed presentation from Airports Company Zimbabwe who provided an update on the work of the air access technical committee. The committee has held over 50 engagements to date with targeted airlines, met with 30 airlines and presented 20 business cases. They have secured 8 new airlines, routes or increased frequencies since inception a year ago.



Picture: Participants interacting with Enver Duminy, CEO of Cape Town Tourism

Next Steps

Destination Management

The steering committee will proceed to develop a constitution for a destination management partnership, setting out the objectives and mandate of the partnership. The initial founding partners are considered to be those on the existing steering committee (VFCC, ZTA, ZimParks, ZIDA, The Residents Association of Victoria Falls, ACZ and TBCZ), plus the Ministry of State for Provincial Affairs and others to be determined. Becoming a founding partner will necessitate the contribution of resources in cash or kind to operationalize the partnership – at an initial annual cost of \$70-100k. At least three founding partners (public agencies) have already indicated their willingness to finance the partnership.

Following the creation of the constitution and the establishment of the partnership as an association, the partners will select an Advisory Board and hire a CEO or Secretariat to manage the partners. The CEO and partners will then develop a Destination Management Plan, working with voluntary technical working groups made up of committed individuals across the destination (see table below). The Destination Management Plan will set out the core functions and activities of the partnership for a three-year period, and a detailed action plan for the first year.

Workstream	Destination strategy, vision and planning	Inclusion and benefit sharing	Marketing and experience development	Destination improvement, infra, pressure points, visitor experience	Access and connectivity
# Volunteers to date	24	9	25	24	18

Once the Destination Management Plan is consulted and approved by the Board, fund-raising for the individual activities will begin, extensively leveraging existing budgets and mandates – especially in the public sphere – and aligning them with the activities set out in the Destination Management Plan.



Air Access

A Draft Air Services Development Plan has been circulated to all invitees and participants for feedback. Ms Sarudzai Muza smuza@acz.co.zw is the focal point of the Air Access Development Technical Committee to approach.

The committee will continue its strategy in Victoria Falls to secure a regional network with Victoria Falls as the gateway, leveraging this catchment area to secure further direct long-haul connections where there is a business case.

In the regard, the committee will communicate publicly on a regular basis, will hold bi-annual reviews of the Air Services Development Plan with the private sector and destination representatives to ensure the most appropriate targeted routes and aircraft. Destination level data and marketing material will be sought during the development of strategic pitches to airlines, and while the technical committee will lead the initial discussions with airlines – they propose a collaboration with a selected group of private sector and destination representatives; 'the Victoria Falls Air Access Chapter'. This chapter would represent the destination and have two-way interaction with the technical committee on a regular monthly basis (subject to further discussion).

Annex 1. Agenda

Destination Management and Air Access in Victoria Falls: Stakeholder Meeting

20th July, Kingdom Hotel Victoria Falls

0830 – 0835	Welcome	Mayor Dlamini, Victoria Falls
0835 – 0840	2. Opening Remarks	PS Munodawafa, MECTHI
0840 – 0845	3. Introduction to Steering Committee and objectives of meeting	Mr. Moyo, Chair, Steering Committee
0845 – 0900	4. What is destination management and why do we need it?	Dr Roger Carter, IFC
0900- 0945	5. What have stakeholders said so far? Q&A	Shelley Cox, Steering Committee Secretariat
0945 – 1000	6. How to operationalize a DM partnership?	Dr Roger Carter, IFC
1000 – 1015	7. Why is Cape Town switching to a destination management model?	Enver Duminy, CEO, Cape Town Tourism
1015 – 1030	Coffee	
1030 - 1045	8. Proposed legal and governance structure of DM partnership	Eric Zinyengere, Steering Committee Secretariat
1045 - 1115	9. How can this be funded? - Q&A	Tami Mudzingwa, Steering Committee
1115 - 1120	10. Summary and call to action	Mr Moyo, Chair, Steering Committee
1120 – 1145	coffee	
1145 -1300	11. Victoria Falls Market Segmentation Analysis - Q&A	IFC and Twenty31
1300 – 1400	Lunch	
1400 - 1430	12. Update on VF Masterplan - Q&A	Ronnie Dube, Town Clerk VFCC and Silibasizo Chizwina, ZIDA
1430 – 1530	13. Air Access Agenda in VF - Q&A	Sarudzai Muza, Marketing Manager, ACZ
1530	14. Closing	Anald Musonza

