



La route de l'esclave • The Slave Route • La Ruta del Esclavo



September 2000

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THE SLAVE ROUTE PROJECT

Fifth Session of the International Scientific Committee

(Palermo, Italy, 30 September 2000)

FINAL REPORT OF THE BARBADOS MEETING (Second Caribbean Workshop on UNESCO-WTO Cultural Tourism Programme on the Slave Route)

Nota : Document disponible uniquement en anglais

Documento disponible sólo en Inglés

United Nations Educational, Scientific and Cultural Organization
Organisation des Nations Unies pour l'éducation, la science et la culture

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Second Caribbean Workshop on the Joint UNESCO-
WTO Cultural Tourism Programme on the Slave Route

(Bridgetown, Barbados, 2-4 August 2000)

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REPORT ON THE 2ND CARIBBEAN WORKSHOP

ON THE

UNESCO/WTO CULTURAL TOURISM PROGRAMME

OF THE

SLAVE ROUTE PROJECT

August 2-4, 2000

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1.0 BACKGROUND & INTRODUCTION

1.1 Overview of the UNESCO Slave Route Project

The UNESCO Slave Route Project was launched in 1994. The Project is, in part, intended to break the silence about the slave trade and slavery. As Mr. Doudou Diene, Director of the Slave Route Project observed, "It is the silence, historical, scientific and moral, which is perhaps the biggest challenge of the Slave Route Project."

The Project is being implemented in the form of four programmes:

- The "Scientific Research Programme"
- The "Programme on Education and Teaching about the Slave Trade and Slavery"
- The "Programme on the Promotion of Living Cultures, and Artistic and Spiritual Forms of Expression"
- The "Programme on the Memory of Slavery and on Diaspora: Tourism of Remembrance and Museums"

Countries from Africa, Europe and the Americas are participating in the project. Most of the financing is being sourced out of UNESCO's regular budget. However, financial assistance has been received from some Member States, primarily for the Scientific Research Programme.

1.2 The Cultural Tourism Programme

The "Programme on the Memory of Slavery and on Diaspora: Tourism of Remembrance and Museums" is being implemented through the Cultural Tourism Programme, which was

launched in Accra, Ghana, in April 1995. It is being developed and executed by UNESCO in collaboration with the World Tourism Organization. Its primary goal, as outlined in the Accra Declaration on the UNESCO/WTO Cultural Tourism Programme on the Slave Route, “is to foster economic and human development and to rehabilitate, restore and promote the tangible and intangible heritage handed down by the slave trade for the purposes of cultural tourism, thereby throwing into relief the common nature of the slave in terms of Africa, Europe, the Americas and the Caribbean”.

1.3 The 1st Caribbean Workshop on the UNESCO/WTO Cultural Tourism Programme of the Slave Route Project (St. Croix)

The Caribbean Component of the Cultural Tourism Programme was launched at the first meeting in St. Croix in June 1999. Its principal objective was to encourage and support the identification, restoration and promotion of national and regional sites and places of memory, which are linked to the slave trade and slavery.

The workshop adopted a Declaration of St. Croix and a Programme of Action, which represent basic principles and a framework for action that could guide the activities of Governments and the private sector in the development of slave trade related tourism potential.

1.4 Organisers of the 2nd Caribbean Workshop on the UNESCO/WTO Cultural Tourism Programme of the Slave Route Project

The 2nd Caribbean Workshop on the UNESCO/WTO Cultural Tourism Programme of the Slave Route Project was held in Barbados from August 2 - 4, 2000. The principal organisers of the workshop were the Barbados National Commission for UNESCO, the Ministry of Tourism and International Transport and the Ministry of Education, Youth Affairs and Culture of Barbados.

These organisations formed part of a planning committee chaired by Ms. Alissandra Cummins, Chair of the Barbados National Commission for UNESCO. Other agencies, which served on the committee are the National Cultural Foundation, the Commission on Pan African Affairs, the Caribbean Tourism Organisation, the Caribbean Development Bank, the University of the West Indies, the Government Information Service, the Barbados Tourism Authority, the Barbados Museum and Historical Society, the Barbados National Trust and the Barbados Hotel and Tourism Association.

1.5 Workshop Objectives

The theme of the 2nd Caribbean Workshop on the UNESCO/WTO Cultural Tourism Programme of the Slave Route Project was "Claiming Our Future In The Past". The main objectives of the workshop were:

- To propose a mechanism for the coordination of activities under the programme at regional and national levels;
- To assist in identifying potential partners in the restoration and promotion of sites and places of memory; and
- To establish a schedule for the implementation of follow-up action.

The workshop also sought to provide a forum for the sharing of experiences in developing and marketing heritage tourism products, through the presentation of regional and international case studies.

A copy of the Workshop Agenda is included at Appendix 1.

1.6 Workshop Participants

The workshop was attended by 44 participants from 27 countries as well as 20 observers.

2.0 SUMMARY OF WORKSHOP SESSIONS

2.1 The Opening Ceremony

The workshop was officially opened by the Honourable Noel A. Lynch, Chairman of the Caribbean Tourism Organisation and Minister of Tourism and International Transport of Barbados. He also delivered the feature address in the absence of the Honourable Mia A. Mottley, Minister of Education, Youth Affairs and Culture, who was unavoidably absent due to pressing national matters.

Remarks were also made by:

- Ms. Alissandra Cummins, Chairman, Barbados National Commission for UNESCO
- The Hon. Michael A. Gizo, Minister of Tourism of Ghana
- Mr. Lionel James, representative of Caribbean Development Bank (CDB)
- Mr. Ousmane N'Diaye, Regional Representative, Africa, World Tourism Organization
- Mr. Doudou Diene, Director of the Department of Inter-Cultural Projects, UNESCO

An important theme in all of the presentations was the need to end the silence and invisibility that has surrounded slavery and the Trans-Atlantic slave trade. The UNESCO/WTO Slave Route Project was hailed as a potentially powerful mechanism for achieving this objective.

Ms. Cummins spoke of the "erosion of our cultural self-esteem" caused by the slave trade and urged participants to see themselves as "makers of their own history" through the successful implementation of the Slave Route Project.

Minister Gizo of Ghana expressed his pleasure at participating in the Workshop and stated that the Slave Route Project challenged participants to determine how they would use their

freedom to commemorate the experiences and contribution of enslaved Africans in the Caribbean.

Mr. James of the CDB highlighted the opportunity to develop unique national and regional heritage tourism products that could differentiate the Caribbean's tourism offerings from those of its competitors and bring significant economic benefit to countries in the region.

Mr. N'Diaye of the World Tourism Organization underscored the potential contribution of cultural tourism to economic development in the Caribbean, but cautioned that development of heritage tourism products should be undertaken with sensitivity and loyalty to the cultural values of the peoples in the region.

Mr. Diene of UNESCO stressed that while the suffering of enslaved Africans should not be ignored, it was of great importance to highlight, through this project, the tremendous contribution of the enslaved to the building of humanity and human values through their struggle and survival over four centuries of violent assault. Mr. Diene noted that the Slave Route Project was an opportunity for the ancestors of the enslaved in Africa, the Caribbean and the Americas to share the memory of the slave trade, but, more importantly, to turn together to the future. What is important he emphasized, is "not what history has made of us, but what we are making of what history has made of us".

Minister Lynch welcomed the Slave Route Project as one, which was especially significant for all African people in the Caribbean and in the Diaspora. He observed that such a project holds a special place for the development of tourism as it is a platform for opening new markets and revitalising existing ones. Further, he stated that the Project presented an opportunity to create an absolute advantage for the region's tourism and highlighted the importance of the need to "reconnect with ourselves", so that we may better understand

ourselves and therefore be better equipped to welcome, understand and be hospitable to others. In this context, he stressed the need to accept ourselves, other Caribbean peoples and brothers and sisters from the Americas and Africa as tourists.

Minister Lynch underlined that tourism in the Caribbean with all its past successes must be reformed if it is to meet the demands of a dynamic global situation. This reform should be along the lines of recognising previously neglected components with the link to cultural development being a key aspect. Community involvement in local tourism, a current focus of the government of Barbados, was commended as an important approach to be used. Finally, he recognised the importance of Crop Over in Barbados and the many festivals in the region that marry our cultural and tourism development and noted that this in part is what the Slave Route Project seeks to achieve for the region.

The Vote of Thanks was moved by Mr. David Comissiong, Director, Commission on Pan African Affairs, Barbados.

2.2 Session II - Introductory Session

The session was introduced by Mr. Doudou Diene and was for the election of officers and the introduction of the workshop. Ms. Alissandra Cummins, Chairperson Barbados National Commission for UNESCO and Ms. Maria Rodriguez, Cuban National Commission for UNESCO, were unanimously elected as Chairperson and Rapporteur respectively.

Ms. Cummins outlined the background to the workshop and introduced the Facilitator, Mr. Leslie Atherley. He introduced the theme of the workshop, defined its objectives and gave an overview of the structure, content and expected outcomes of the different sessions on the agenda.

2.3 Session III - Cultural Heritage and Tourism - International and Regional Perspectives

This session was chaired by Mr. David Comissiong, Director of the Commission on Pan African Affairs of Barbados. In introducing the session, Mr. Comissiong, stated that the time for authentic, people-based cultural tourism had come. He mentioned the outstanding work done in countries such as Ghana in developing heritage tourism, stating that the Government of Barbados has recognized the need to explore its cultural heritage and to develop Pan African linkages, on which cultural tourism could be built.

During the session, five presentations were made:

- **“Heritage Tourism: A Vehicle to the Understanding of a People” - presented by Professor, the Hon. Rex Nettleford, UWI.**

Professor Nettleford began by supporting Mr. Doudou Diene’s statement that one of our greatest concerns should be to eliminate the silence and invisibility that surround slavery and the slave trade.

He noted that emancipation is a topic, which is currently being given extensive coverage in the media in Barbados, although persons from “the middle strata” of society still tend to deny the past and are reluctant to accept that they are the descendants of slaves. Professor Nettleford asserted that we should proudly claim our heritage as ancestors of enslaved Africans, but cautioned that this should be done without hubris.

Professor Nettleford explained that since UNESCO popularized the term “cultural tourism” in the mid 1960’s, it has been adopted by several countries, which have tended to focus more on physical structures, such as monuments and ruins, and less on people. He insisted that

attention should be paid to identifying and preserving, not only those physical sites of memory of the slave trade, but also those "innate structures" or intangible sites of memory, such as our music, festivals, language and art. He cited Old San Juan as a "living museum", which exemplifies the true concept of cultural tourism.

Professor Nettleford further stated that tourism surveys tend to focus on arrivals and expenditures, while there are no statistics to support the development of cultural tourism. Such statistics are critical to proving the need to protect our intangible cultural resources. He further called for cultural heritage policies to be given their due weight in development planning in the Caribbean. He also underlined the importance of getting the "buy-in" of ordinary people in cultural tourism development, in light of the cynicism which usually attends the tourist industry.

The group was reminded that cultural tourism is successful when it belongs to the people and exists in its natural state. To emphasize the need for acceptance of ourselves and our own as beneficiaries of cultural tourism development, an analogy was made to the tendency of Caribbean people to store valuable crockery for use by visitors only, while prohibiting use by the host's family. It was stated that such tendencies seem to have permeated public policy. Professor Nettleford strongly recommended that such attitudes should be abandoned if the Slave Route Project is to be successful. We have to facilitate the movement of our own people first.

The observation was made that Caribbean people are identifying more and more with their African ancestry, as evidenced by the level of participation in festivals such as Junkanoo in the Bahamas, Carnival in Trinidad and Tobago and Crop Over in Barbados.

- **“Report on the Implementation of the UNESCO/WTO Slave Route Project Cultural Tourism Programme: Global Perspective” - presented by Mr. Doudou Diene, UNESCO.**

Mr. Diene gave a brief overview of the Slave Route Project, recognizing the importance of the Slave Route as an intercultural dialogue. He observed that the Trans-Atlantic Slave Trade can be thought of as an “invisible mass” in the history of humanity - invisible because of the silence around it and invisible because of ignorance of this tragedy.

The project’s primary emphasis is the essential requirement of historical truth and the duty to remember. UNESCO wants people to know and remember that the Trans-Atlantic Slave Trade was, as Jean-Michel Deveau noted, “the greatest tragedy in human history in terms of scale and duration”.

Mr. Diene placed the Cultural Tourism Programme in the context of the Slave Route Project, describing in turn each of the four components of the programme:

1. The Scientific Research Programme, which deals with uncovering the causes of the slave trade;
2. The Programme on Education and Teaching about the Slave Trade which focuses on training teachers how to teach history;
3. The Programme on the Promotion of Living Cultures, and Artistic and Spiritual Forms of Expression, which seeks to promote the expressions and practices which came about as a result of the Slave Experience; and
4. The Programme on the Memory of Slavery and on Diaspora: Tourism Remembrance of Museums, which focuses on identification and rehabilitation of sites and places

of memory and seeks to link the sites to the Slave trade and to promote the full meaning of sites.

Mr. Diene assured the meeting that "something was happening" globally to end the silence surrounding the Slave Trade and outlined recent activities in Africa and Europe related to the Slave Route Project.

In the absence of Mr. Alwin Bully, UNESCO's Sub-Regional Advisor for Culture for the Caribbean, who had been scheduled to make a presentation on the "World Heritage Convention: Global Strategy for the Caribbean", Ms. Alissandra Cummins shared with the group the highlights of the World Heritage Global Strategy Action Plan for the Caribbean 2000 – 2002 and Sir Roy Augier made a brief presentation on the UNESCO General History of the Caribbean.

- **Highlights of the World Heritage Global Strategy Action Plan for the Caribbean 2000 – 2002” – overview by Ms. Alissandra Cummins**

Ms. Cummins first referred to an analysis of the regions and types of properties on the World Heritage List. From that it was seen that the Caribbean is under-represented as are properties such as cultural landscapes, traditional settlements and expressions of living cultures.

She gave details of the Caribbean presence with respect to the World Heritage Convention and informed that there is a Global Strategy that aims at assisting under-represented States in identifying and nominating properties for inscription on the World Heritage list. In pursuit of this the World Heritage Centre has developed an action plan for the period 2000 – 2002 that focuses entirely on the Caribbean region.

A working committee will be responsible for the implementation of the plan that includes a number of activities. There are four types of activities: Awareness building and promotion;

Expert meetings and thematic studies; Capacity building and institutional development; and Identification and nomination of properties for World Heritage listing. Ms. Cummins urged participants to encourage their countries to participate fully in the implementation of the plan.

- **“The UNESCO General History of the Caribbean” – presented by Sir Roy Augier**

Sir Roy explained that the “UNESCO General History of the Caribbean” is organized thematically within six volumes, which are arranged chronologically. He outlined the contents of each volume as follows:

- ❖ Volume 1 – the societies of the original inhabitants, not only of the islands, but of the continental coast and hinter land, with which the island people were connected.
- ❖ Volume 2 – the migrations from Europe and Africa and the consequences of the encounters of the cultures of the Americas, Europe and Africa.
- ❖ Volume 3 – Slavery (the first volume to be published).
- ❖ Volume 4 – Caribbean societies after the end of slavery in the 19th Century.
- ❖ Volume 5 – Caribbean societies in the 20th Century.
- ❖ Volume 6 – Historiography of Caribbean peoples and the methodologies used by the authors of chapters of the History.

Sir Roy informed the meeting that Volumes 2, 3 and 6 have been published. He stated that organisations promoting cultural tourism would find these volumes useful for a variety of

purposes. In general, the work compliments the central elements of cultural tourism and the Slave Route Project by helping the existing population to understand what their ancestors experienced. In this respect, Volume 3 is most relevant.

Sir Roy further stated that the History is written from the point of view that there is a West Indian culture, which transcends the barrier of politics, language, religion and ethnicity. It is a History, he said, written from the standpoint of the Caribbean people looking at their own past and not of the history of the Caribbean as an adjunct of the history of Europe or the United States.

The General History of the Caribbean also hopes to provide the peoples of the Caribbean with the knowledge, which will facilitate the work of the regional organisations. By crossing the barriers, which divide through its use of themes to embrace the common experience of peoples, it aims to enlarge the knowledge at present provided by histories based on individual islands.

- **“Caribbean Cultural Heritage Inventory, Regional Tourism Programme”
- presented by Ms. Diana Martinez of CARIMOS.**

In introducing the project, Ms Martinez explained that CARIMOS (The Caribbean Monuments and Sites Organisation) was created in 1982 to promote and preserve the built heritage of the region and highlighted the work that CARIMOS has undertaken in the area of creating inventories of heritage structures in the Caribbean. Ms. Martinez informed that in 1998-1999 CARIFORUM approved a proposal submitted by CARIMOS, which included the current inventory project.

Ms Martinez indicated that the main objective of the CARIMOS project is to develop inventories/databases of heritage structures and sites in fifteen ACP countries, which would include descriptions of the characteristics of these places of memory and validate their historical importance. The approach adopted by CARIMOS was to promote the use of

shared technology and horizontal cooperation between countries, territories, institutions and individuals in the region. Emphasis was being placed on sharing the information collected.

Ms. Martinez informed the group that the project had received an excellent response from the target countries and that a preliminary list of 3,200 sites had been developed. CARIMOS anticipates that it will register some 1,000 monuments and sites, including those already listed in the UNESCO List of World Heritage Sites and those declared as a national monuments. The CARIMOS Inventory will become accessible via a website and will be used to assist in the protection of heritage assets and to guide the establishment of policies for the development of attractions, which will enrich the existing tourism product offering of the countries involved.



In the discussion which followed these presentations, participants expressed concern that it was extremely difficult to gain access to the archives of the "colonising countries" to verify, document and authenticate information on the period of history related to the slave trade. It was noted that several countries professed not to have archives on slavery and generally, what information was available was scattered. Mr. Diene informed the group of the UNESCO Programme on Archives, which was succeeding in persuading some European authorities to agree to open national archives, as well as the records of private trading companies and the Church to researchers. The group was reminded of the importance of "oral archives" on slavery. Mr. Diene reported that groups of scholars in Eastern Africa had started to document information based on accounts in the oral tradition.

Participants called for a regional response to seeking access to archives, which will enable them to objectively and scientifically establish an inventory of physical sites of memory. A

call was also made by a representative of the Museums Association of the Caribbean (MAC) for the inclusion of archaeological research to contribute to the authentication of information related to the Slave Trade.

Several participants stressed the importance of creating networks and linkages between individuals and organizations in the region and beyond, who are engaged in working on issues related to the Slave Route Project, so that duplication of effort could be minimized and the Project could benefit from the synergies created by joint action.

There was also a call for greater involvement and response from Governments in the region, who could facilitate the process of creating heritage products through the development of appropriate legislation and the granting of incentives for restoration projects.

2.4 Session IV - Caribbean Heritage Site Assessment Project Launch

In this session, Mr. George Tyson and Ms. Pāi Green of the Museums Association of the Caribbean (MAC) launched the Caribbean Heritage Site Assessment Project, which has been commissioned by UNESCO, in accordance with the St. Croix Plan of Action. The presenters informed participants that the main objective of the project is to assess the physical and non-physical heritage assets of thirty Caribbean countries. Achievement of this objective involves execution of the following work elements:

- Preparation of national programmes for the identification, restoration and promotion of monuments and sites related to the Trans-Atlantic Slave Trade;
- Preparation of a listing of sites which could be used in regional and sub-regional itineraries linking slave trade sites and places of memory;

- Identification of private and public sources of funding for the restoration and promotion of the physical and non-physical heritage of the slave trade.

A Technical Assistance Network (TAN), consisting of one cultural heritage organization or agency in each of the thirty target countries, is being formed to assist national authorities in executing the programme. CARIMOS, ICOMOS, the National Commissions for UNESCO and other regional partners are also assisting in the exercise.

The project strategy outlined involves the use of a scientific approach/methodology in the assessment of sites and monuments at the national level in order to ensure authenticity. This approach involves the use of a survey instrument developed by MAC, which was shared with participants. It is expected that from this assessment, a National Listing will be developed, which will feed into a Caribbean Listing and further into a Universal Listing.

Ms. Green conducted a mini training session in which participants were required to make suggestions as to how the MAC Site Assessment questionnaire should be completed, based on a presentation of sites, monuments and places of memory from around the region. This activity stimulated discussion about the categorisation and classification of monuments and sites and the importance of the scientific approach.



A recommendation was made that the model of a questionnaire from Cuba and the French Antilles should also be studied. This questionnaire allows for experts and cultural entities to make an informed assessment of the sites and to transmit this information to Ministries of Tourism, who would develop the heritage product, based on this expert input. It was also stressed that it is imperative to involve local communities in the restoration of monuments and

sites and the development of cultural tourism products, so as to develop a sense of responsibility of the community to protect and preserve the product.

2.5 Session V - Developing Heritage Tourism Products: Issues in the Development of Cultural Heritage Tourism

This session was chaired by Ms. Sharon Coward, Communications Officer of the Caribbean Tourism Organization (CTO). In her overview of the topic, Ms. Coward reiterated some of the issues that were identified in the previous day's session. These included the ownership of the culture that was being packaged and sold as a tourism product; the acceptance and recognition of our own selves and our kind as tourists; the identification of sources of investment; addressing the cynicism that surrounds the tourism industry in the Caribbean; the accessibility to information relating to the slave route and the question of legal frameworks in which to develop heritage tourism.

The session consisted of the presentation of four case studies, followed by an open floor discussion.

2.5.1 “Community Involvement In Heritage Tourism Development”, Mr. Felix Finisterre, Programme Coordinator of the St. Lucia Heritage Tourism Programme

Mr. Finisterre stated that the programme aims to enhance and strengthen the island's heritage tourism sector, using a community-based approach, so as to enable communities to gain maximum benefits from the industry.

Using the development of heritage tourism in Labourie, a rural community in St. Lucia, as the case study, Mr. Finisterre stated that St. Lucia's vision for Cultural Tourism was that it should be:

- ❖ Locally owned/community-based
- ❖ Economically, socially, culturally & environmentally beneficial to all
- ❖ Well distributed geographically
- ❖ Natural, vibrant and authentic
- ❖ Unique, differentiate the product and enhance competitiveness
- ❖ Based on local economic, environmental/cultural assets

He further stated that some elements of the tourism product based on culture and cultural expression include: artistic performances; artistic production (recording of calypsos); local food & culinary arts; sites/venues for performances; sporting events; natural sites & attractions; preservation of the architectural /industrial heritage; interaction between visitors and the community.

Mr. Finisterre pointed out that in developing community cultural tourism the emphasis should be on domestic tourism, i.e. visitors who reside in other parts of the country, at least in the first instance. The clientele could then be complemented by visitors residing in hotels and guest houses in the vicinity of the host community, and the wider stay-over sector.

Mr. Finisterre further described some of the components of the community cultural tourism programme in St. Lucia:

- ❖ **Development/management of the cultural product** - architectural preservation and interpretation, including issues such as inventory of artifacts and buildings, sensitisation of landowners, and establishing funding mechanisms.
- ❖ **Promotion of culture-based community businesses** - incentives for private initiatives, including the development of a marketing strategy, dissemination of information and establishment of a special "theme or brand".

- ❖ **Preservation of the natural asset base** - preservation and enhancement of the environment, including awareness; provision of basic facilities for homes, as well as the wider community; identification and protection of indigenous plants and animals; and management and protection of beaches and wetlands.
- ❖ **Development of local accommodation** - provision of support/incentives for the creation of community-based accommodation facilities; and provision of technical assistance to potential small investors.
- ❖ **Establishment of facilities/amenities for community cultural performances - beautification** of open spaces and parks; development of facilities and performance stages; and enhancement and provision of visitor welcoming centres.
- ❖ **Provision of support to performing artistes** – the key to this area of activity is the provision of a calendar of special events.
- ❖ **Education, training and capacity building** - institutional/individual capacity building and policy advocacy.
- ❖ **Minimum quality standards** - ensuring authenticity, customer satisfaction and safety and relating to standards of safety; funding technical assistance for proper waste disposal and energy and water conservation; training tour guides in the interpretation of sites and heritage; and providing basic amenities and facilities.

2.5.2 “Financing Heritage Tourism Products”, Mr. Cecil Miller, the Senior Project Officer for Tourism in the Caribbean Development Bank

Mr. Miller focused on three specific areas in his presentation:

- ❖ Issues to be considered in preparing proposals for heritage product development;
- ❖ Elements considered by financial institutions in evaluating proposals for heritage product development; and
- ❖ Possible sources of funding for heritage product development.

As Mr. Miller stated, one of the most important issues which persons preparing project proposals for heritage product development should bear in mind is that these project proposals undergo the same process of evaluation as proposals for any other type of project.

One of the critical issues that should be considered by persons developing proposals is demand for the new attraction, both potential and current proposal developers should be careful to present sound estimates of the market. This, he noted, is a challenging requirement to meet because demand for heritage tourism attractions is usually difficult to predict.

Mr. Miller spoke of the difficulties of estimating costs for heritage projects, given the nature of construction (rehabilitation or restoration of sites and properties of historical value). He further highlighted the importance of protecting the authenticity of the site as an important element in generating strong demand for the completed heritage project.

He observed that it is usually more costly to restore a site than to rebuild, and recommended that heritage project proposals should present strategies for adaptive reuse of the sites, so that the project could generate revenue to at least cover maintenance costs.

Mr. Miller stated that financial institutions usually examine the risks associated with the unpredictability of demand and costs. He reiterated that restoration of heritage projects has a degree of uncertainty, because often work not planned is still undertaken.

The price that one can reasonably expect to charge patrons also has to be examined. Price determines the type of revenue that is generated and hence the cash flow, profitability, and the demand flow required. Price may also be used as a factor to control demand for a product.

He noted that funding institutions typically consider the provision of collateral as an important factor. Some additional security is usually required because heritage sites have few alternative uses. Those projects, which seek to preserve a site primarily for its historical or cultural reasons, without a focus on generating revenue, should seek funding from Government or public sector sources. There is thus a need for persons in the sector to lobby for concessions for restoration of sites of historical or cultural significance.

Mr. Miller reported that sources of soft financing for the Caribbean have dried up in recent years, as international lending agencies were starting to see the Caribbean as being “too well off”. He therefore suggested that Governments need to work at a bilateral level to secure funds for heritage projects.

2.5.3 Site Development and Marketing-Puerto Rico Experience-Old San Juan: Ms. Lourdes Diaz, Puerto Rico Tourism Company

The three-part presentation focused on:

- Old San Juan
- What was done to restore and preserve buildings in Old San Juan
- The marketing and promotion of Old San Juan

Old San Juan

Ms Diaz gave a brief history of Old San Juan noting that it is the second oldest European built city in the Western Hemisphere and the oldest under the American flag. Furthermore, it epitomizes the best traditions of a Spanish city, as it was a walled city, within which physical development grew. However, by the late 1940's to 1950's people moved out of the city and most of the structures deteriorated, resulting in their being in ruins.

What was done to Restore and Preserve Buildings in Old San Juan

To preserve the Spanish and African influence on the city (as evidenced by its walls, buildings, streets and churches) legislation was imperative. This legislation came in the form of Acts, such as:

- Act 27 of 1930, which established the Board of Historic Value,
- Act 375 of 1949, which authorized the Planning Department to identify sites that have historic value and artistic interest; and
- Act 89 of 1955, which established the Puerto Rico Institute of Culture.

Marketing and Promotion

Puerto Rico uses an integrated marketing approach in its efforts to promote the island as a world-class destination and to give special emphasis to Old San Juan. This integrated approach includes the use of advertising, promotion, public relations and technology. To promote awareness, mass media including the Internet are utilized. Much focus is placed on niche marketing and information packages are available on-line.

In closing, Ms. Diaz noted that that Government and the private sector needed to collaborate in order to successfully develop and market heritage tourism products. She offered to assist

participants, who might be interested in Puerto Rico's heritage tourism legislation, in accessing this information.

2.5.4 “Challenges in the Development of Heritage Tourism Products”, Ms. Penelope Hynam, Project Director, George Washington House Project

In introducing her presentation, Ms. Hynam stated that the Barbados National Trust never consciously sought to develop “slave sites” as such in its heritage development programme. She went on to say that this was true for Barbados in general, with the exception of the Barbados Museum's Newton Burial Ground. However, sites that represent certain aspects of Barbadian history were chosen, many of which also encompassed the life and suffering, as well as accomplishments, of the enslaved. Ms. Hynam stated that the Slave Route Project would help Barbados to clarify its purpose with respect to these existing sites of memory of slavery, as well as stimulate the development of future projects.

Speaking from her experience with the Barbados National Trust, an NGO which has identified, restored and maintained some 10 heritage sites on the island, Ms. Hynam described some of the challenges that one can expect to encounter in developing a heritage tourism site and offered some suggestions to project developers. Among these were:

- ❖ **Temper excitement and optimism about the project with realism** – Develop a realistic five to ten year Business Plan for the project and have professionals conduct an independent evaluation of the project proposal. Ensure that a Historic Structures report is prepared. This report should be a combination of a feasibility study, environmental impact assessment, and architectural and archaeological analysis.
- ❖ **Assess how your heritage project fits in with the wider tourism product of the country** – Conduct a marketing analysis and develop a marketing strategy to bring visitors to your site.

- ❖ **Do not start the project with only part of the funding in place** – Ensure that you have all the funds at the start and that the product can generate sufficient demand from visitors to at least cover long-term maintenance costs.

- ❖ **Ensure that your product can meet the requirements of today’s sophisticated and demanding visitor** – Include costs in the initial budget for training and for the hiring of skilled advisors and staff in every aspect of the site development and maintenance.

Ms. Hynam called on tourism authorities to establish well-regulated systems of tour guide certification to eliminate the usual transmission of “bogus information” by tour guides and taxi drivers. Further, special efforts must be made to capture the market of cruise passengers, who typically do not have enough time to visit heritage sites.

In closing, Ms. Hynam underscored the importance of “reawakening our collective memory” through the development of slave sites, as this is of great importance to our self-knowledge. She further stated that cultural tourism could be the most fulfilling form of education and interpretation and that nothing could be more important to the process of uniting people and making our planet a tolerant and peaceful one.



Following the presentations, there was a question and answer session, during which a number of issues related to funding and community-based tourism were further discussed:

Funding

- ❖ In response to a query from the floor, Ms. Hynam reiterated that, in her experience, the local market alone could not sustain heritage sites unless the site was also rented for social functions. Additionally, she took issue with Mr. Miller's statement that it was more expensive to restore a site than to rebuild.
- ❖ In response to an expression of disappointment about the gloomy outlook for financing heritage product development, Mr. Miller stated that heritage products need special financing and that the Caribbean did not have a wealth of financial sources for these projects. He suggested that a possible way in which funds could be accessed was to urge Governments in the region to tap into the funds offered by the European Union. He further stated that incentives, such as concessions and tax holidays, could be implemented to help ease the difficulty of accessing funds for these projects. It was noted that the World Bank was also considering funding community-based heritage tourism projects. Mr. Miller noted that the CDB could provide guidelines on evaluating heritage tourism proposals, but that the infrastructure to better meet the demands of heritage tourism development was still being put in place.
- ❖ It was noted that financial institutions do not provide funding for community groups attempting to pursue heritage-related projects on a small scale, particularly when these projects have a strong performing arts component. In the Caribbean, this commercialisation of the arts is a new and challenging area for financial institutions, but an area that the CDB was addressing. However, Mr. Miller noted that the CDB has, in the past, channelled money through institutions for small-scale projects at the grass roots level.
- ❖ The delegate from Guadeloupe queried whether the CDB would be able to offer any support to Guadeloupe in relation to the Slave Route Project. Mr. Miller explained

that the CDB would not be able to offer assistance to either Guadeloupe or Martinique due to the decision of France to pull out of the CDB. He added that he hoped that contact could still be maintained with these two countries through the exchange of information and the sharing of experiences.

- ❖ The need for adequate fiscal incentives to facilitate the development of heritage sites was repeated. It was further stated that in the area of marketing, more images of the culture and history of the Caribbean need to be included in advertising efforts. In the area of training and capacity building, the Caribbean needs to find more examples of best practices, particularly as it relates to tour guiding. In addition, it was stated that the need for training Caribbean people in the interpretation of materials and sites and the development of restoration skills is critical. It was pointed out that a such programme is being developed by the Museums Association of the Caribbean (MAC) and the University of the West Indies (UWI).
- ❖ It was noted that in Barbados, the issue of fiscal incentives for developing heritage tourism products was being addressed under a study on the Fiscal, Legal and Regulatory Framework for the Barbados Tourism Industry and that the Government of Barbados had agreed to institute some fiscal incentives.
- ❖ It was also noted that when evaluating project proposals, funding agencies were increasingly interested in the social and economic impact of heritage projects on the local community. Mr. Miller stated that project proposals should include a social impact assessment.

Community-Based Tourism

- ❖ A question arose as to the ability of communities such as Labourie in St. Lucia to manage and sustain community-based projects in the future. In response, Mr.

Finisterre explained that the project presented in the case study was still in its initial stages and as a result it was too early to determine whether the project was a success story. He added that the resources necessary to make the project a success could be found in Labourie.

- ❖ It was stated that in Belize, the impact of tourists on the host community had proved to be quite damaging. Mr. Finisterre stated that situations such as the one outlined were usually as a result of mass marketing. This is particularly the case in instances where cruise ships and tour operators are involved, as these two entities often focused on numbers of visitors. However, if the focus is on the community, then a small niche market focus should be adopted. With this type of approach, the impact of the tourists on the community should be reduced.
- ❖ It was noted that the challenge to the vision of heritage tourism is how to balance the need to restore sites, with the risk of increasing the cost of living to the residents of the community. Too often old cities were restored which resulted in a high cost of living and this in turn placed poor people at a further disadvantage.

A call was made for a unified effort to organise a slave route agenda which Ministers of Tourism might put to cruise industry executives.

2.6 Session VI - Developing and Marketing Heritage Tourism: Focus on the Slave Trade and Slavery - Case Studies

The Session was chaired by Mr. Elombe Mottley, Chairman and CEO of Fatpork Ten Ten Productions and former Chairman of the National Cultural Foundation of Barbados. Mr. Mottley welcomed all participants to the session and introduced a new dynamic for tourism in the 21st Century, as was evoked in his paper, "Reconnections Gathering the Generations:

Tourism for the first decade of the 21st Century”. He observed that it seemed difficult in a white world, where the order of the day is to divide and rule, for black people to obtain reparation for the suffering they endured during the period of slavery and the slave trade, as had been granted the Jews because of the Holocaust.

Mr. Mottley recounted the work of the National Cultural Foundation in creating viable cultural tourism products. He cited the Cropover Festival as an example and traced the history of the Cropover Festival in Barbados from its early beginnings as a celebration of enslaved plantation workers until the present time. He also described a project to develop a heritage site at the Newton slave burial ground, which has significant potential.

Mr. Mottley introduced the presenters for this session:

- ❖ Ms. Maria Teresa Rodriguez of the Cuban National Commission for UNESCO and Mr. Nilson Acosta, Architect;
- ❖ Mr. Tony Tibbles of the Liverpool Slave Trade Gallery, Merseyside Maritime Museum; and
- ❖ Dr. Vera Hyatt of the Smithsonian Institute
- ❖ The Hon. Michael Gizo, M.P, Minister of Tourism of Ghana

2.6.1 Presentation by Ms. Maria Teresa Rodriguez, Specialist, Cuban National Commission for UNESCO and Mr. Nilson Acosta, Architect

Ms. Rodriguez thanked the organisers of the meeting for hosting a very interesting and important 2nd Caribbean Workshop on the Cultural Tourism Programme of the UNESCO/WTO Slave Route Project. She gave an overview of the many national sites and places of memory of slavery and the slave trade spread throughout the entire island of Cuba, including:

- ❖ The city of Havana, named on the UNESCO World Heritage List, as one of the areas most densely populated by slaves in the island from the 16th to 19th centuries;
- ❖ The San Severino Castle in Matanzas, proclaimed by UNESCO the Museum of the Slave Route in Cuba;
- ❖ The Sugar Mills Valley (Valle de los Ingenios) in Trinidad, proclaimed on the UNESCO World Heritage List; and
- ❖ The coffee plantation, La Gran Piedra Santiago de Cuba.

Ms. Rodriguez informed the group that Cuba had collected an inventory of 705 sites and places of memory, which have deep socio-cultural value for the people of Cuba. These places of memory include: ports of entry of slaves to the island; sugar mills and coffee plantations; places where slave uprisings occurred and the settlements of runaway slaves (*palenques*).

She expressed the strong commitment of the Government of Cuba to the success of the Slave Route Project and stated that the Cuban cultural and tourism authorities are aiming to collaborate to restore identified sites of memory as required and include these on as many tours as possible.

She strongly recommended that countries, which allow the attendance of all UNESCO member states host future activities related to the Slave Route Project. This would remove the problem which prevented Cuba from attending the First Workshop in St. Croix. She further recommended close collaboration with the Association of Caribbean States Tourism Commission, headed by the Ministers of Tourism of Cuba and Barbados. Ms. Rodriguez then introduced Mr. Nilson Acosta, Architect involved in the Cuban Slave Route site inventory.

Mr. Acosta gave an overview of the Slave Route Inventory in Cuba prepared by the National Cultural Heritage Commission, in collaboration with the Fernando Ortiz Federation, the coordinating agencies for the Slave Route Project in Cuba. Mr. Acosta told the group that the work was carried out by specialists from the Technical Teams for Monuments and the Municipal Museums in each province. A survey instrument was designed and a database created in ISIS. To date, the identification, inventory and information automation stages have been completed. The automation of the information facilitates analysis of the data and allows researchers to make conclusions about the nature of slavery in Cuba.

2.6.2 “AGAINST HUMAN DIGNITY: Developing the Trans-Atlantic Slavery Gallery at the Merseyside Maritime Museum, Liverpool”, presentation by Mr. Tony Tibbles of the Liverpool Slave Trade Gallery, Merseyside Maritime Museum

Mr. Tibbles told the group that in 1990, the Peter Moores Foundation expressed an interest in funding the establishment of a separate display on the slave trade in the Merseyside Maritime Museum. The Peter Moores Foundation is a private charity founded by Peter Moores, who was, until recently, a major shareholder in the family’s football pools and retail empire. Mr. Moores informed the museum that the idea came about because he felt it was important to “exorcise the taboo subject of slavery”.

Mr. Tibbles then described the process used to develop the Transatlantic Slavery Gallery and some of the many challenges encountered. An Advisory Committee was formed. The committee was headed by the late Lord Pitt and comprised key stakeholders, including academics, representatives of the black community in England, Liverpool and abroad, museum representatives, as well as representatives of the Peter Moores Foundation. A two day seminar was held for national and international scholars on the slave trade to examine themes for the gallery. Eleven guest curators were appointed to advise on the story line and the text.

The importance of wide consultations with the Black Community was quickly realized. A series of half-day meetings with community representatives and individuals in Liverpool's black community became a critical component of the project, as the museum was faced with an onslaught of suspicions and concerns from the black community. Efforts were made through these consultations to address the concerns being raised, to discuss methods of approach and interpretation, and to share possible visual images, likely objects and draft texts with participants. Focus group sessions and newsletters were included, as the need to listen to and involve the black community in the development of the gallery became evident.

Important spin-offs for the museum resulted. These included the establishment of training placements in several different jobs across the museum; racial awareness training for the museum's front-of-house staff; and the establishment of Equal Opportunities Working Groups and Action Plans for Bristol museums.

Mr. Tibbles then presented a detailed description of the various processes and complex issues involved in constructing the gallery. One of the major challenges was to find a balance between the different perspectives of the slave trade, especially the European and the Afrocentric. Careful attention was paid to the selection of objects and the creation of visual elements. It was important to include objects from African cultures to remind visitors that

Africa was much more than a place where Europeans "got slaves". Developing a walk-through experience for the Middle Passage was a particularly difficult challenge.

Mr. Tibbles further stated that the initial reaction to the gallery was overwhelming and that high levels of interest and visitor satisfaction had been sustained. He indicated that for some, the experience of visiting the gallery is a very emotional one, while some others find it to be too "sanitised".

He stated that the project had been the start of a long-term commitment and collaboration between the museum and the black community of Liverpool and identified several projects that have since been undertaken as a result.

2.6.3 “The Cape Coast Castle Museum Development Project”, presented by Dr. Vera Hyatt of the Smithsonian Institute

Dr. Hyatt headed a team of experts from the Smithsonian Institute and a team of distinguished Ghanaian intellectuals, whose main objective was to restore the castles and transform them into modern museums to present the rich cultural history of Ghana to a national and international audience.

The Historic Preservation Component was managed by US/ICOMOS under the direction of Prof A. D. C. Hyland, the foremost expert on Ghanaian Coastal Monuments. Prof Hyland worked with a team of Ghanaian conservation architects to ensure that the historical authenticity and architectural integrity of the monuments would not be threatened by the provision being made for public access and commercial activity.

Dr. Hyatt informed the group that in 1991 an initial grant of US\$5.6 million was made by the United States Agency for International Development (USAID) to Ghana for the development of the Central Region of Ghana, where two famous fortresses still stand (the Elmina and Cape Coast Castles), as a major tourist destination. She stated that the grant was made after some two years of effort by the then Regional Minister of the Central Region, Mr. Ato Austin and Mr. Kwasi Agbley, the Regional Executive Secretary for Tourism and a consortium of American partners, which included the Midwest Universities Consortium for International Activities (MUCIA), the University of Minnesota Tourism Centre, the Smithsonian Institute (SI), Conservational International (CI) and the United States Committee for the International Council of Monuments and Sites (US/ICOMOS). She further stated that by the end of the Smithsonian’s involvement in the project in 1996, the funding had increased to US\$7.8 million.

The responsibility for tourism promotion and planning was undertaken by the University of Minnesota Tourism Centre, in collaboration with the Ghana Tourism Board, while Conservation International and Ghana's Wildlife Department worked on the development of an already established national park.

Dr. Hyatt stated that one important aspect of the programme was the training of nine Ghanaians as museum technicians in several aspects of museology, such as registration, exhibit fabrication, graphic design, museum education, model making and exhibition design. In addition, a Design and Fabrication Centre was designed and constructed by a Ghanaian architect.

She noted that the Content Committee, comprising eminent Ghanaian intellectuals, made it clear that though the museum was placed on the site where the slave dungeons were located, they did not want the museum to be known as a "slave" museum, but a history museum. They were adamant that Ghana should not be defined solely by its involvement in the slave trade. What they did ask, was that a section be included on the Diaspora, as little was known of the struggles that the slaves were subjected to once they left the shores of Africa.

The Cape Coast Castle Museum was opened on December 10, 1997. Dr. Hyatt told the group that the project had realized a great deal of international attention and controversy and, as was to be expected had elicited strong emotional responses, especially from the African American community in Ghana.

Dr. Hyatt then invited the group to view the very successful orientation film (of 40 minutes duration) developed by the distinguished film-maker, Kwaw Ansah, based on the text of the exhibition at the Cape Coast Castle museum.

Participants found the film to be a moving and very poignant portrayal of the culture of the enslaved people and of the triumph of their survival and contribution to the development of Western civilization. There were several expressions of interest in purchasing copies of the film.

2.6.3 The Policy of Ghana towards Restoration and Promotion of the Physical Heritage of the Slave Trade – the linkage between the Caribbean and Ghana Experience”, presented by the Hon. Michael Gizo, Minister of Tourism of Ghana

Minister Gizo reminded participants that Ghana was centre stage for “the entire saga” of the slave trade, with its “Gold Coast” being home to the “Door of No Return” for enslaved Africans. He noted that it was ironic that this “sickening exploitation of man by man and the worst atrocity in human history” could happen during the age of “enlightenment” in Europe.

He traced the pivotal role Ghana has played in the development of the Slave Route Project, pointing out that the idea for the project was first presented by the Delegation from Ghana in 1993 at the Annual General Meeting of the WTO. Ghana was host to the “UNESCO/WTO First International Slave Route Project Conference and Workshop” in 1995.

Minister Gizo further informed participants that preservation, restoration and promotion of the numerous slave relics in Ghana is a very important element of the country’s 15 Year National Tourism Development Plan (1996 – 2010). The millions of Africans in the Diaspora, who want to trace their roots to the homeland through annual visits or settlement, are targeted in this Plan and Ghana, in February 2000, promulgated an Act which provides for the “Right of Abode” to “formalize the homecoming.”

Remarking on the striking similarities between the cultural and traditional practices of Africa, and Ghana in particular, and the Caribbean, Minister Gizo pledged Ghana’s support to all sub-regional groupings in their efforts to fully recover, unravel and make public the history of slavery. He made a special appeal to all nations that took part in the slave trade to contribute

generously to the process of recovery and restoration of relics of the slave trade before they disappear. He said that this was necessary for the restoration of the human spirit and the sake of world peace.

2.7 Session VII - Mechanism for Implementation of UNESCO/WTO Slave Route Project Caribbean Cultural Tourism Programme Component

Ms. Gabrielle Springer, Chief Tourism Development Officer, Barbados Ministry of Tourism, in overviewing the topic, indicated clearly some objectives for a mechanism, as well as a way of proceeding with its implementation. It was suggested that if the project is to go forward, a co-ordinating mechanism should be put in place.

The objectives of this co-ordinating mechanism would be to:

- ❖ Maintain a list of national sites and places of memory
- ❖ Develop regional projects
- ❖ Assist in identifying sources of finance

It was proposed that a regional mechanism could be hosted in an existing institution and some examples were presented of relevant mechanisms. One such was a project between institutions in the health and tourism sectors in the Caribbean. These institutions have collaborated to set up a Project Office, which is within CAREC. It was felt that if a mechanism is put in place, it could be of limited duration with specific targets.

It was suggested that, for a mechanism to become operational, support would be needed from Government, private sector and NGOs. In addition, assistance would be needed, possibly from UNESCO, with preparation of a project proposal and terms of reference. An educational programme would also have to be implemented, both for schools and the public at large.

The view was expressed that during the first two days, much information was exchanged. However, a specific decision was imperative. It was therefore hoped that, by the end of the session, participants would have come up with objectives for a mechanism, as well as a structure, possible ideas for funding and a way of its functioning.

Meeting Facilitator, Mr. Leslie Atherley, invited participants to form three break-out groups, which were asked to focus on three key areas related to the development of a mechanism for implementing the Slave Route Project in the region, *viz*:

- **Structure** - What possible mechanisms could guide the implementation of the Slave Route Project?
- **Funding** - What type of funding is needed to implement the Slave Route Project and what strategies can be used for accessing the required funds?
- **Development and marketing of sites and places of memory** - What would be useful approaches for developing national and regional projects, for marketing the Slave Route Project and for ensuring involvement of communities, especially children and youth?

After lively debate of the discussion questions, the groups reported back to the plenary session, as follows:

2.7.1 Structure

The group proposed the following structure for a mechanism to implement the Slave Route Project:

Regional Level

- **A Coordinating Unit/Board** comprising representatives from the tourism sector (e.g. the Caribbean Tourism Organisation (CTO), Caribbean Action for Sustainable Tourism (CAST) and the Association of Caribbean States (ACS)); the cultural sector (e.g. Monuments and Sites of the Greater Caribbean (CARIMOS), the Museum Association of the Caribbean (MAC); and the UNESCO Regional Office.

- **A Secretariat** hosted in a regional organisation (either the CTO, CARIMOS, MAC-CTO, or the Caribbean Conservation Association (CCA)).

National Level

- **UNESCO National Commissions and National Slave Route Committees** comprising representatives of the local education, tourism, cultural and scientific communities.

- **Slave Route Cultural Tourism Sub-Committees** comprising representatives of the public and private sectors and of the tourism and culture sectors.

A wide ranging mandate for the Slave Route Project Secretariat (SRPS) was proposed by the group, as follows:

- **Financial Management**
 - Promotion/Marketing
 - Fund-raising

- **Information Exchange and Management**
 - Technical Assistance
 - Coordination
 - Capacity Building

- **Contact with UNESCO and WTO**
 - Implementation Assistance
 - Training
 - Evaluation
 - Reporting

- **Assessment of Slave Route Sites for inclusion in international lists**

2.7.2 Funding

The group identified three major funding needs:

- National Assessments/Inventory of sites, including prioritisation and historical research

- Capacity Building among all levels of planning and implementation agencies

- Planning and Product Development, including:
 - The conduct of feasibility studies (market research, physical, social, economic impact analyses, demand analysis, financial projections etc)

- Implementation

- Marketing

The group recommended that a regional approach be taken to accessing funding.

The following sources of funding were proposed for each of the identified funding needs:

- **National Assessments:**
 - National Sources:
 - National Trusts
 - Governments
 - The private sector
 - NGOs

- **Regional/International Sources:**
 - UNESCO
 - CDB
 - ACS
 - CARIFORUM
 - CARIMOS
 - UNDP

- **Capacity Building** (same as above)

- **Planning and Product Development:**
 - National Sources:
 - Local commercial and Development Banks
 - Philanthropic individuals and associations.

- Other Sources:
 - European Union
 - World Bank
 - Governments (Japan, Britain, Holland)
 - Non-traditional funders, such as Ford Foundation, Vatican
 - Philanthropic individuals and associations.

The group suggested that National Slave Route Committees should be charged with lobbying and raising the awareness of the political directorate to influence international funding sources and Governments.

2.7.3 Development and marketing of sites and places of memory

The key elements of a strategy for developing and marketing sites and places of memory presented by this group are as follows:

- **Obtain the buy-in of all stakeholders in the Slave Route Project**, including national Governments, museums, cultural organisations, representatives of the tourism sector (e.g. tour operators), NGOs and local communities. The need for an interdisciplinary and inter-sectoral approach was underlined. This could be achieved through collaborative involvement and communication, with the National Commissions of UNESCO, Government Ministries and Information Agencies and the media playing a key role. A public education programme in the broadcast media was suggested.
- **Develop regional projects with different themes** (e.g. based on language the language of the territories - French, Dutch, Spanish and English programmes, architectural types - such as a regional Great House programme)

- **Create linkages with existing programmes** through collaboration with agencies such as the International Council of Museums, tour operators, cruise ships, hotel chains and cultural organisations.

- **Develop a Youth and Community programme to raise the consciousness of local communities and young people about the value and importance of heritage sites or places of memory.** The programme could include involvement of primary and secondary schools, libraries, museums, and non-formal educational institutions, such as summer camps. The media and business could be involved in sponsoring essay and art competitions. Local groups, such as churches, environmental organizations and service organizations could be enlisted in the development and execution of the programme.

- **Use a variety of Marketing channels, such as:**
 - Tour operators;
 - Specialized magazines;
 - Niche market players, especially those involved in cultural heritage promotion;
 - The media;
 - Churches;
 - Special events (e.g. Sporting events, Carifesta, the Mexican-Caribbean festival);
 - Regional conferences;
 - National organisations in foreign countries;
 - Fraternal organisations;
 - Cultural institutions/museums;
 - Partnership arrangements

- **Use a variety of media**, including brochures, maps, trails, the Internet, billboards, in-flight magazines, advertising, the production of craft products and other merchandise related to the Slave Route.

- **Define a specific role for a Slave Route Project Secretariat** in the area of marketing and product development to include:
 - Coordinating national and regional programmes;
 - Seeking funding;
 - Developing a regional marketing plan;
 - Developing a communications network, including a newsletter and website;
 - Coordinating conferences and follow up meetings to implement the regional marketing strategy;
 - Identifying tasks and research projects;
 - Providing training and information for national and regional operators;
 - Liaising with Governments to integrate the Slave Route Project into tourism promotional programmes;
 - Providing evaluation mechanisms;
 - Accessing the Slave Route logo for use in national projects/initiatives;
 - Setting minimum standards for Slave Route Projects;
 - Developing a regional Slave Route brochure;
 - Establishing a Commission to determine the acceptability and authenticity of national projects;
 - Liaising with national entities and NGOs.



There was considerable debate and discussion following the presentation of the reports from the break-out groups. It was felt that the National Assessments should be more than a listing

of national heritage sites and places of memory, but should involve a considerable literature review, prioritisation and categorisation of sites and proposals for the development of sites as cultural tourism products. Representatives of MAC informed that small stipends of US\$500 were available through their Inventory Project to assist with national assessments. It was felt that this amount would be inadequate, given the volume and nature of the work required. A suggestion was made that a proposal be submitted to the Organization of American States (OAS) Sustainable Tourism Committee to fund a regional heritage site assessment project, that would be an extension of the existing project with MAC. It was also mentioned that the Association of Caribbean States (ACS) was developing a funding mechanism and could be a source of funding in the future.

The group discussed the logo, which was developed for the workshop and the possible acquisition of the logo for use in future promotional activity. It was felt that if the logo is to be kept some adjustments would be required:

- ❖ The meaning of the symbols would have to be clear without a narrative;
- ❖ Some persons felt that the tear should be removed, as well as the narrative description, which refers to “the pain of an experience that cuts too deep to be forgotten”.
- ❖ The open hand seemed to suggest denial or submission to some. This did not seem to be appropriate.
- ❖ The colours in the logo should be red, black and green and not red, black and white.

The group agreed that while the logo could reflect pain and resistance (“We do not want this to happen again”), its focus should be on over-coming and successful adaptation. It was suggested that an alternative to reworking the existing logo, would be to contract a professional to develop an alternative logo for the group’s consideration. A regional contest among school children was also suggested.

It was suggested that the sub-title for the Slave Route Project could be “Honouring Our Ancestors” and that this could also be included in the logo. It was further suggested that at each site of memory, a place could be made where visitors could pour a libation in honour of our ancestors.

The workshop left it up to the working group and, afterwards, any regional mechanism, to review the proposals about the logo.

A brief opportunity was given to some participants to introduce their country report or to make general comments. One correction of documentation was requested by the participant from Guyana. He was concerned that the map in UNESCO’s documentation showing slave arrivals in the Caribbean, did not show arrivals in the northern mainland of South America. He asked that this be rectified and was assured that it would be done.

2.8 Conclusions & Recommendations

2.8.1 Mechanism for Implementing the Slave Route Project

The meeting recommended the following mechanism for implementing the Slave Route Project:

- The establishment of a Slave Route Project Secretariat (SRPS) to be hosted in a lead regional organization, either the CTO, CARIMOS, MAC-CTO or the CCA.
- The SRPS must be separately funded and staffed so as to avoid “getting lost” in the other activities of the lead organisation.
- There must be close cooperation between the lead organisation and other regional organisations.
- National Slave Route Committees should be established. These could be either new committees, or existing committees with similar roles could be assigned the responsibility to serve as the National Slave Route Committee.
- There must be close collaboration between the SRPS and the National Committees.
- The SRPS should also collaborate with other international agencies engaged in similar activities (e.g. ICOMOS).

A Working Group will be established to follow up on the recommendations emanating from this workshop. The Working Group will be led by Ms. Alissandra Cummins, Chairman, Barbados National Commission for UNESCO and comprise representatives from the Bahamas, Suriname, Guyana and Cuba, who volunteered for this role. Jamaica expressed a strong desire to be a member of this group, if it is enlarged or if someone opts out.

The terms of reference of the Working Group are:

- To review and refine the recommendations for the establishment of a Slave Route Project Secretariat (SRPS), including its proposed mandate.
- To outline requirements and seek information from the regional organisations identified as potential host organisations to establish their willingness and capacity to assume this role.
- Based on the responses of the regional organisations, make a recommendation as to where the SRPS should be housed and how the SRPS could be funded and staffed.
- Prepare an outline working programme for the SRPS, using a phased approach.
- Submit a report with recommendations for structure, funding and work programme of the Secretariat by December 2000.

2.8.2 Collaboration with MAC to complete the Caribbean Heritage Site Assessment Project

Participants agreed to collaborate with MAC and work as catalysts and facilitators in their countries, so that the site assessments for at least 25 priority sites could be completed and returned by October 1, 2000. This would facilitate the preparation of the preliminary inventory and completion of the final report by November/December 2000.

2.8.3 Submission of Funding Proposal to the OAS Sustainable Tourism Committee

Representatives of CARIMOS agreed to prepare and submit a proposal to the OAS Sustainable Tourism Committee to fund a regional heritage site assessment project, that would be a follow on to the work currently being undertaken by CARIMOS and MAC. This proposal should be submitted by August 15, 2000.

2.8.4 Presentation to the Caribbean Tourism Conference (CTC-24)

It was agreed that Ms. Gabrielle Springer, Chief Tourism Development Officer in the Ministry of Tourism, Barbados, would seek permission to make a presentation on the Slave Route Project to the meeting of Ministers of the CTO, which will take place during CTC-24 in Barbados in October 13 – 19 2000. Permission would also be sought to include this presentation in the conference agenda. Ms. Springer would coordinate the preparation and delivery of the presentation. It was felt that this activity would help Ministers of Tourism and CTO officials at the highest levels to gain a better understanding of the nature and intent of the Slave Route Project and of how they can contribute both to the success of the Project and the overall cause of creating national and regional cultural tourism/heritage products.

2.8.5 Call to the CARICOM Ministers of Culture Meeting

The meeting agreed that a call should be submitted to the CARICOM Ministers of Culture Meeting to be held in November/December 2000 to revisit CARICOM agreements and national legislation related to cultural heritage and the preservation

of sites and places of memory of the Slave Trade, so as to facilitate the implementation of the Slave Route Project through the development of appropriate enabling legislation and incentives for restoration and preservation of heritage sites.

2.8.6 Access to archives and documentation on the Slave Trade

It was the strong consensus of all participants that the process of disinheritance started by the Slave Trade should be reversed and that UNESCO should be charged with putting in place mechanisms for ensuring the repatriation of documentary information related to slavery and the slave trade, such as systematic copying of documents on request, be instituted as a matter of urgency.

2.8.7 Inclusion of ICOM and ICOMOS in future activities

The meeting recognized the importance of collaborating more closely with international organisations such as ICOM and ICOMOS, who could contribute considerable technical expertise in the area of heritage site preservation and authentication. It was noted that ICOMOS officially passed a resolution in 1999 to accept the Slave Route Project as part of its work programme and the matter would be further discussed at the ICOMOS meeting in Zimbabwe in October 2000. The meeting resolved to extend official invitations to these groups to participate in all future meetings and activities associated with the Slave Route Project.

2.8.8 Inclusion of the non-English speaking Caribbean

The meeting resolved to actively involve non-English speaking territories in the activities and programmes of the Slave Route Project.

2.8.9 3rd Caribbean Workshop on the Slave Route Project

The representative of the Government of Curacao offered to seek the support of that Government for hosting a 3rd Caribbean Workshop on the Slave Route Project.

2.9 Closing Session

In closing the workshop, Mr. Doudou Diene, Director of the Department of Inter-Cultural Projects, UNESCO, thanked the Government of Barbados for organising and hosting this 2nd Caribbean Workshop on the Slave Route Project. He stated that the representative gathering of interests from around the region and the passionate and serious participation of all were strong testimony of the commitment of the region to the project and to making the slave trade universally known.

He stated that the challenge now, both for UNESCO and the region, was to continue the momentum regained through this second meeting. He reaffirmed UNESCO's commitment to the successful implementation of the Slave Route Project and informed that a Caribbean-Africa encounter was being planned for February/March 2001 in Accra, Ghana, to build linkages between the African and Caribbean Slave Route Project teams. This meeting will seek to bring together representatives from all stakeholder groups, including tour operators and funding agencies. He felt that it would be important to present the work of MAC and CARIMOS on the heritage site inventory as a good model that could be replicated in Africa. He assured the meeting of the commitment of Minister Gizo to obtaining the support of the Government of Ghana for the proposed encounter and all future collaboration.

He urged participants to make a personal commitment to acting as catalysts within their own environments to ensure the successful implementation of the Slave Route Project in the region and to continue to collaborate and maintain contact after the workshop. He assured the group that funding agencies are ready and willing to provide funding for the project, and

encouraged participants to mobilize and work to take the project to the next level of implementation.

Mr. Ousmane N'Diaye of the World Tourism Organisation thanked UNESCO for collaborating on the Slave Route Project and all participants for their active and intense participation in the workshop. Mr. N'Diaye reiterated the importance of tourism as a revenue generating sector in the Caribbean and the opportunity presented by the Slave Route Project to strengthen the region's tourism product through an emphasis on heritage and culture, an area of growing demand among tourists. He further stated that he saw the Slave Route Project as an opportunity to further develop a bridge between Africa and the Caribbean and looked forward to the creation of synergies that will come out of the proposed 2001 Accra meeting.

Ms. Alissandra Cummins reiterated, on behalf of the Government of Barbados, the pleasure of the Government in hosting the 2nd Caribbean Meeting on the Slave Route Project and assured participants of the continued commitment of the Government of Barbados to the successful implementation of the project. She further stated that she saw the Slave Route cultural tourism project as a critical landmark in our progress as independent nations in the Caribbean.

**2nd Caribbean Workshop on the
UNESCO/WTO Cultural Tourism Programme
of the Slave Route Project**

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