

A Green Framework for the Sustainable Management of Historical Heritage Monuments in Cameroon: Case Study of the Bismarck Fountain Monument in the Buea Municipality, South West Region

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Article History
 Received: 28.01.2018
 Accepted: 14.02.2018
 Published: 28.02.2018

DOI:
 10.21276/sjbms.2018.3.2.5



Abstract: Historical heritage holds outstanding values for humanity and so their sustainable management is paramount. Heritage management is requisite in ensuring the continuous survival of heritage sites for education, scientific research, and archeological discovery and leisure purposes. It helps maintain human societies and uphold enormous opportunities especially for tourism and socio-economic development. Today for instance, the heritage industry has become a dominant niche of the global tourism industry especially in the developing countries of Africa, Latin America and Asia. Yet, there is poor, absence of an up-to-date, proactive and sustainable management framework for the conservation and preservation of historical heritage monuments in Cameroon. The main objective of this study was to critically examine the management of historical heritage monuments in Cameroon and frame a green framework for their sustainable management. The study adopted a qualitative research design, case study approach and semi-structured interviews with experts in the collection of primary data blended with secondary materials from published sources including textbooks, scientific journal articles, reports, conference presentations and internet websites. The collected data was presented and analysed using descriptive statistical techniques, photographic illustrations, intuition and a GPS-based cartographic map. It was found that the Buea Municipality is a colonial historical town in Cameroon rich in historical heritage monuments such as the Bismarck Fountain Monument (BFM) which is reminiscent of the era of German colonial rule in Cameroon (1884-1914). Notwithstanding, its management has been highly neglected and abandoned by the government, municipal authorities, international, national and local NGOs, quarter heads, chiefs, rich individuals and community members causing it to suffer from an exalted state of dilapidation. The BFM currently experiences an idiosyncratic form of management with assistance or collaboration from the German government via her embassy in Yaoundé-Cameroon. A close examination of this kind of idiosyncratic management tactics reveals the use of barely unorthodox or traditional, out-of-date and unsustainable tactic which is characterized by distinct challenges including absence of inventory, lack of resources such as finance and infrastructure, neglect and abandonment, lack of support, absence of investment and poor publicity/marketing. This study frames and strongly recommends the adoption and strict implementation of the Green Framework for Sustainable Monuments Management (GFSMM) by the policy making communities including environmental planners, heritage managers, museum curators and those with special interest in historical heritage management in Cameroon and other developing countries.

Keywords: Historical heritage, heritage management, monuments, sustainable management, tourism, socio-economic development, Buea Municipality, Cameroon.

INTRODUCTION

Heritage is irreplaceable and an important foundation for development both now and into the future [1]. Globally, interest in heritage has been increasing and the heritage industry has become a very significant sector. The increasing importance of heritage today is because until the end of the Second World War, the past was separated from the present but

in recent times however; the pace of change has created a demand for the past and heritage has supplied the product to meet the demand [2]. The United Nations Environmental Programme and World Tourism Organisation all cited in [3] certifies that heritage sites "make important contributions in sustaining human society especially through conserving the world's natural and cultural heritage." Heritage sites can

provide opportunity for rural development and rational use of marginal lands, for research and monitoring, for conservation, education and for recreation and tourism.

The term heritage has no standard definition or criteria used in its definition because it varies from country to country and from one community to another. UNESCO defines heritage as “that which is inherited; one’s inherited lot; anything transmitted from ancestors or past ages” (<http://whc.unesco.org>). According to Layton and Ucko cited in [4], heritage resources are a physical entity broadly fashioned by human action. Hodder cited in [4] considers heritage as an expression of meanings, values and claims based on material things as an inheritance. They are usually those elements of our past that have the capacity or potential to contribute to our understanding or appreciation of the human story which are an important part of continuing ancestral traditions in a spiritual and emotional sense [4]. Heritage goes beyond the physical remains of the past to include aspects of culture such as language, spiritual beliefs and intangible heritage such as the belief in sacred rivers, forests or mountains. [5] referred to heritage as the ideas, habits and customs taking place in a particular geographical context that have given rise to traditions, folklore, mentality, ways of doing things, architecture and social structure. The author further highlights that heritage is created by recognition of the value in what our ancestors left behind and is commonly understood to encompass 3 major entities: material culture, natural environment and the human environment. According to [1], heritage encompasses landscapes, historic places, sites and built environments, biodiversity collections, past and present cultural practices, knowledge and living experiences.

[2] shared the view that it is difficult to strictly define heritage because heritage mean different things to different people/countries/societies. It can be anything that one wants it to be especially when the social (identity) and political (symbolism) significance are considered. To some degree, it is also difficult to separate heritage into culture and natural divides because the values associated with landscapes are cultural. Also, the cosmology of many indigenous peoples is based on the indivisibility of humankind and nature, as their past is linked with the present into the future and heritage is a lived experience. The author further notes that the ownership of heritage is linked to ideology and its symbolism takes on strong political overtones. The selective conservation of some sites rather than others and accompanying interpretation and presentation may be used to sustain or demolish a particular version of history or promote certain political or social values. Historiography (the principles, theory and writing of History from critical examination of sources) reveals that contemporary values and circumstances always influence the interpretation of historical facts. Also, recent studies in the Sociology of Development (the sub-field of Sociology which studies

the causes and consequences of economic change in society) have also brought about a reconceptualisation of such components as “culture” and “authenticity” which stress that each generation redefines its heritage in response to new understandings, new experiences and new inputs from an ever increasing range of sources, both internal and external. Consequently, interpretation may change to suit or satisfy particular needs because heritage, its ownership and its presentation involves consideration of changing values, power structure and politics. Thus, heritage is not a “thing” static in time, but through continuous interpretation it may be viewed as a process. [2] further clarifies that the heritage “stock” of an area or a nation is a dynamic entity, rather like the notion of an ecosystem which is the central object of management for ecological sustainability [6].

Heritage is also defined as “anything that a person wishes to conserve or collect, so as to pass on to future generations” [7]. The UNESCO World Heritage Centre defines heritage as “our legacy from the past, what we live with today, and what we pass on to future generations (<http://asiapacific.unwto.org/event/unwto-international-conference-heritage-tourism-how-do-we-foster-present-and-preserve-world--0>). Heritage involves all those valuable places that have come to us from yesterday and we have created today, that we want to pass on to the generations of tomorrow [8]. Heritage is usually used to refer to our cultural inheritance from the past that is the evidence of human activity [4] and may be transmitted from ancestors. As defined by the Resource Management Act (RMA) cited in [6], heritage items are clearly a “physical resource” and part of the “environment” and so there is an obligation to manage that resource sustainably and to avoid, remedy or mitigate adverse impacts on it.

The sustainable management of heritage is inevitable because sustainable heritage management ensures the continued survival of heritage sites for socio-economic development, elucidating why the World Heritage Convention, together with other signatory nations, champions the identification, protection, conservation, preservation and transmission to future generations the world’s cultural and natural heritage [2]. Referred heritage management to public or private initiatives to protect and maintain natural areas and cultural resources [3], including the protection and preservation of habitats, species, artefacts, monuments and sites of historical importance. Heritage management is sometimes used interchangeably with cultural resources management, but the latter is limited to man-made artefacts, sites, and the built environment [9]. Illuminates the World Heritage Convention as the one governing heritage (cultural and natural) protection in the world. The Convention concerning the Protection of the World Cultural and Natural Heritage, signed in Paris on November 16, 1972, is an international agreement through which nations join together to

conserve a collection of the world's timeless treasures including historical heritage monuments. Each country or "State Party" to the Convention recognises its primary duty to ensure the identification, protection, conservation and transmission to future generations the cultural and natural heritage situated on its territory. [10]alludes to heritage management as taking care for the physical aspect or material object which are valued or tangible resource. [11]unveils that behind the differentiation in approaches to heritage management are many number of causes, some of which are quite specific for particular countries. Notwithstanding, the author explicitly presents the Three Ls (Law, Language, and Learning) as general sources of differentiation. [12] alludes management of immovable cultural heritage (including monuments) to the range of activities carried out on a day-to-day basis which has an impact on the immovable cultural landscape. It is carried out by a host of managers, among them public bodies, local authorities, private organizations and individuals. Some of these institutions have statutory responsibilities to control others, with a view to ensuring that the adverse impacts of management activities are avoided or minimized and that the heritage values of cultural landscapes are conserved and enhanced. These stakeholders perform a regulatory function, while the others are simply actors, intentionally or unintentionally causing an impact on immovable cultural landscape. It is important that whenever possible, heritage (including historical heritage monuments) management frameworks should facilitate rather than marginalize the involvement of local communities. Heritage management equally appeals to actions taken to identify, assess, decide and enact decisions regarding cultural heritage. It is undertaken to actively protect culturally significant places, objects and practices in relation to the threats they face from a wide range of cultural or natural causes. It may result in the documentation, conservation, or alteration of cultural heritage. It can also include working with communities to protect and enhance their culture and its practices [13].

Conserving and understanding Africa's heritage is part of a quest for a sense of African identity, giving to each of its people a cultural soul and individuality [14]. The author further points out that development and heritage conservation is not necessarily antagonistic. Indeed, economic development and the valorization of heritage can be mutually reinforcing [14]. Commonly known as "Africa in Miniature", Cameroon is blessed with different historical heritage monuments, some of which are celebrated. For instance, the country witnessed about five hundred years ago the construction of the remarkable stone-built monuments (the so called DGB sites) near Koza on the flanks of the Oupay massif, at

1449m, the highest point of the Mandara mountain chain. Containing a variety of unexpected and entirely indigenous architectural features, the DGB sites are on the Cameroonian list of heritage for World Heritage status [15]. In Buea in the South West Region, one also finds the Bismarck Fountain Monument (BFM) which is a monument of immense historical significance in Cameroon and an important relict of the German-Cameroon history. It was constructed in 1899 by Leuschner, the Divisional Officer for Buea during German colonial rule in honour of the German Chancellor Otto Von Bismarck. [5]defines monuments as an architectural work with outstanding universal value from the point of view of history. [15]defines historic monuments as fixed assets that are identifiable because of particular historic, national, regional, local, religious or symbolic significance; they are usually accessible to the general public, and visitors are often charged for admission to the monuments or their vicinity. The term 'national monument' as defined in Section 2 of the National Monuments Act (1930) means a monument or the remains of a monument 'the preservation of which is a matter of national importance by reason of the historical, architectural, traditional, artistic or archaeological interest attaching thereto and also includes (but not so as to limit, extend or otherwise influence the construction of the foregoing general definition) every monument in Saorstát Eireann to which the Ancient Monuments Protection Act, 1882, applied immediately before the passing of this Act, and the said expression shall be construed as including, in addition to the monument itself, the site of the monument and the means of access thereto and also such portion of land adjoining such site as may be required to fence, cover in, or otherwise preserve from injury the monument or to preserve the amenities thereof.'

(<http://www.irishstatutebook.ie/eli/1930/act/2/section/2/enacted/en/html>). The above definitions clearly reflect the BFM considered as the case study for this research.

The concept of management is a buzzword used by many disciplines but is difficult to define as there is no universally acceptable definition of the term. For instance, while some consider it as an "art", others think it is a "science" while others further consider it "art and science", given different interpretations and applications of it. However, management generally involves two elements; accomplishment of objectives and the direction of group activities towards the goal. One universally accepted definition of management is given by [17], who defined management as consisting of "planning, organizing, actuating and controlling, performed to determine and accomplish the objectives by the use of people and resources". Management is a process (a systematic way of doing things) as showed in Figure 1.



Fig-1: The process of management. Source: Terry (1956)

This study concerns the management of historical heritage monuments that have been created and modified by human endeavours in Cameroon, precisely the BFM found in the Buea Municipality. The term management as used in the study implies taking care (process of planning, coordinating, staffing, directing and controlling) of historical heritage monuments now and in the future.

Due to the many challenging issues encountered in managing historical heritage monuments in Cameroon, this study sets out to critically examine the management of historical heritage monuments via a case study of the BFM in Buea (South West Region) and frames a green framework for the sustainable management of monuments in the country that can be replicated in other developing countries. Specifically, it determines the actors, conservation tactics employed to conserve or preserve the monument, challenges faced, and formulates a Green Framework for their sustainable management in order to achieve the benefits of the objectives of sustainable conservation or preservation of historical heritage monuments. The rationale for employing the BFM as a unique case study in undertaking this study is as a result of the numerous day-to-day managerial challenges plaguing the sustainable preservation of the monument which when fully exploited would aid the formulation of a sustainable management framework for the country as a whole and elsewhere. These challenges include; firstly, the lack of a sustainable management plan as the monument is currently being managed by an individual who do not have the tools and resources necessary both to protect and to market this national historical heritage in an effective manner. Also, improper tactics which are archaic, unorthodox and traditional are being used to manage the monument which does not yield satisfactory results. More so, there is no legislative instrument or legal framework (international, national or regional)

applied in managing this important monument. Furthermore, there is the lack of consultation and involvement of community members like women, youths, the aged, the future generations and the physically disabled in managing the monument. Again, there is the absence of adequate collaboration in managing the monument as there is only a single partner (the German embassy in Yaoundé) with no government and local authority support. Till date, the fact that the monument is not been inscribed into UNESCO World Heritage List is a testimony that it is not universally recognised due to unsustainable management and preservation strategies. Furthermore, no significant assessment has been conducted on efforts so far put in place in managing the monument. Other severe problems plaguing the current management of the monument embraces institutional weaknesses, long abandonment of the site, inadequate resources, lack of resources (material, human and financial), poor perception or awareness of the value of the monument's preservation by the community members and the absence of a carefully designed policy, planning, training and capacity building programmes in managing the monument. All the above are the motivating issues enabling the employment of the BFM as a unique case study for this research. These are issues whose investigation would lead to generalised conclusions and salient recommendations concerning the future conservation or preservation of historical heritage monuments in Cameroon as a whole especially as other monuments in the country and other developing countries equally suffer from the same managerial lapses. This study therefore sets out to answer the following specific research questions: Who are the actors managing the BFM in Cameroon? What are the managerial tactics or strategies put in place by the actors? What challenges are encountered in managing the monument? What sustainable or green management

framework should be adopted and implemented for their management?

THEORETICAL FRAMEWORK

This study was directed by the theory of sustainability of cultural capital by [19]. Historical heritage monuments are part of our cultural assets or capitals that should be sustainably managed for posterity. Sustainability in heritage management is the ability to maintain the qualities that are valued in the built and natural environment so as to achieve the benefits of conservation or preservation objectives. It is fundamental to any analysis of the long-term management of cultural capital, such as historical heritage monuments. Sustainability (Fig. 2a, b and c) can be measured in terms of three interrelated

components; economic, environmental and social factors [10, 4, 19]. The relative importance of these components from historical heritage monuments may change from time to time in particularly circumstances, but at least in the long run, all the components must be satisfied for sustainability to be achieved [10]. One channel to satisfy these sustainability components (economic, environmental and social) of historical heritage monuments in Cameroon is through a sustainable management framework which the country currently lacks. In line with the concept of sustainability therefore, historical heritage monuments in Cameroon should be managed in such a way that they “meet the needs of the present without compromising the ability of future generations to meet their own needs” as stipulated by [20].

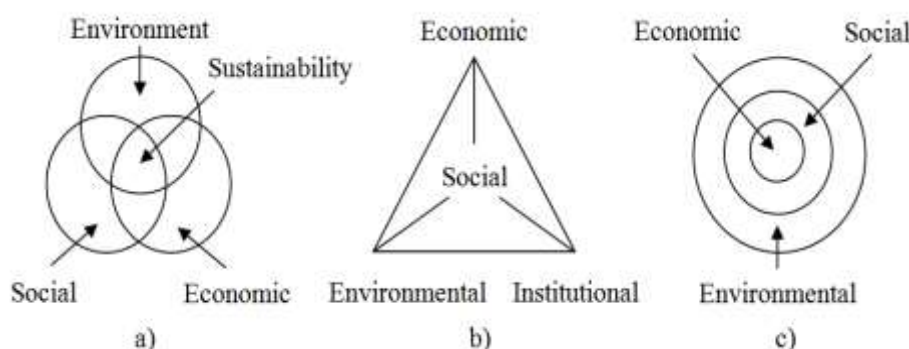


Fig-2: Various diagrammatic representations of sustainability. Source: Moir and Carter (2012)

In his theory of sustainability of cultural capital, Throsby cited in [17] upholds that cultural capital (including historical heritage monuments) makes a contribution to long-term sustainability that is similar in principle to that of natural capital. Neglect of cultural capital (by allowing heritage to deteriorate, by failing to sustain the cultural values that provide people with a sense of identity, and by not undertaking the investment needed to maintain and increase the stock of both tangible and intangible cultural capital which are all factors experienced by historical heritage monuments in Cameroon) is likely to place cultural systems in jeopardy and may cause them to break down, with consequent loss of welfare and economic output.

The link between cultural heritage (historical monuments) and sustainability is particularly important in the context of developing countries where the contribution of culture to sustainable development has been recognized by the United Nations World Commission on Culture and Development and the world in general. These concerns extend to cultural heritage in both tangible and intangible forms and at all levels of significance, from the preservation of local cultural expressions to the management of World Heritage sites as classified by UNESCO. In the developing world including Cameroon, much attention has been focused on the renovation and restoration of historical heritage monuments in some historic towns

such as Buea, Yaoundé, Foumban, Douala, Bamenda and Limbe in pursuit of goals of urban renewal and poverty alleviation similar to observations by Taboroff; Serageldin; Rojas; and Cernea, all cited in [17]. However, the renovation and restoration of historical heritage monuments in Cameroon could be developmental apparatus if sustainability principles are applied in the management process. Investment in the restoration and sustainable management of historical heritage monuments in Cameroon could lead to sustainability in the three aspects mentioned in Figure 2. This would be timely as the country is starting to fully develop its cultural tourism niche, which includes historical heritage monuments [20]. Unveils that cultural tourism in Cameroon is on the rise with awareness being created by the government, the private sector and the local communities. The government of Cameroon has in its own rights promoted the tourism industry on both national and international level. Over the past years, cultural tourism has become a source of attraction, as the country has witnessed an increase in national and community activities, which are events organized by communities, event organizers and the government with the aim of promoting cultural tourism and attracting tourists. Therefore, if all the sustainability principles are considered and applied in managerial efforts, Cameroon could use its historical heritage monuments (and other cultural capitals) to attract socio-

economic development thereby reducing poverty amongst the inhabitants.

MATERIALS AND METHODS

Cameroon is situated at the extreme northeastern end of the Gulf of Guinea and lies between latitudes 2⁰ and 13⁰ north of the Equator and longitudes 8⁰ and 16⁰ east of the Greenwich Meridian. Cameroon is boarded to the south by Equatorial Guinea, Gabon, and Congo; to the west by Nigeria; to the east by the Central

African Republic and Chad; and to the north by a narrow portion of Lake Chad (Fig. 3). The whole territory of Cameroon covers an area of 475,000 km² [22]. The country presents great diversity in its physical landscape, human and economic aspects including diversity in ethnic groups and economic activities especially at the local level cited in [22]. As of the year 2016, the estimated population of Cameroon stood at 23.9 million inhabitants, constituting 0.29% of the world's total.



Fig-3: Political and administrative map of Cameroon. Source: Noudou (2012)

The Buea Municipality is located at the foot of Mount Cameroon. Buea is one of the historical places in Cameroon and the Buea Municipality with Germans remnants including the BFM. Buea is located between latitude 4°14" north of the Equator and longitude 9°20" east of the Greenwich Meridian. Figure 4 shows the location of Buea in Fako Division in the South West

Region of Cameroon. The Buea Municipality was the first colonial capital of Cameroon under German rule from 1901-1909. After independence in 1961 (British Southern Cameroons), Buea served as the capital of West Cameroon in the Federal Republic of Cameroon from 1961 to 1972 and is currently the administrative headquarters of the South West Region of Cameroon.

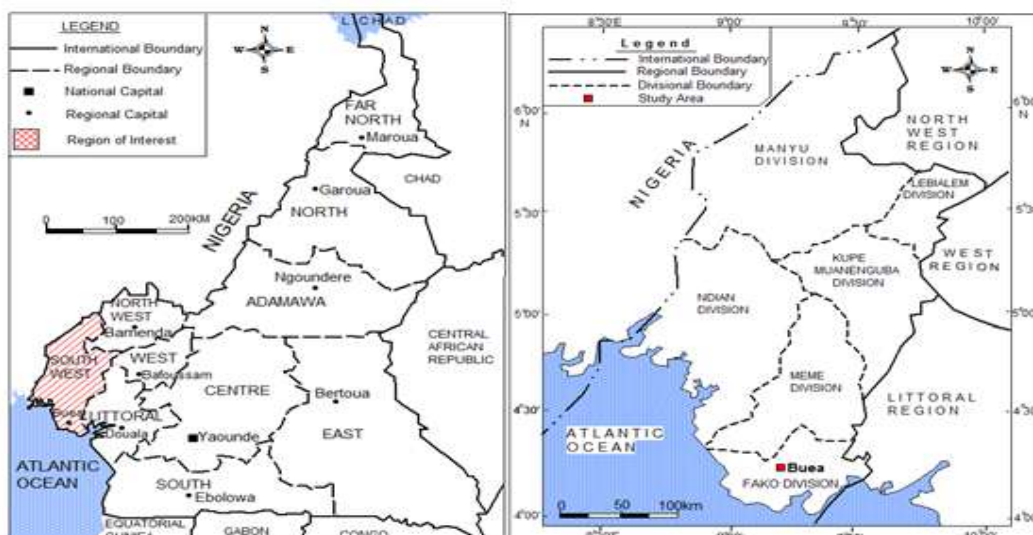


Fig-4: Location of the Buea Municipality in Cameroon
Source: Adapted from School Atlas for Cameroon (1985)

This study was basically descriptive or qualitative in design and made use of secondary sources such as textbooks, institutional sources (UNESCO, ICOMOS, ATKINS, UNWTO and Rio Tinto), conference presentations, internet websites and academic journals. [23] Defined qualitative research as “multi-method in focus, involving an interpretive, naturalistic approach to its subject matter”. This means that qualitative researchers study things in their natural setting, attempting to make sense of, or interpret phenomena in terms of the meanings people bring to them. Qualitative research involves the use and collection of a variety of empirical materials, case study, personal experience, materials, introspective, life history interview, observational, historical, interactional, and visual text that describe routine and problematic moments and meaning in individuals life. The reason for using a qualitative research method is due to the fact that it enables the author to gather information using personal observation, knowledge, experiences and photos about the phenomenon under investigation, in this study historical heritage and other monuments.

For this research, the author equally made use of a case study approach whereby the findings focus on the BFM in the Buea Municipality, which is a colonial historical monument of national significance in Cameroon built in honour of the German Chancellor Otto Von Bismark [24]. Explains that a case study research is one in which the researcher chooses a single unit and studies it in detail in order to generalise the findings of the study. Case study research is good because it immerses the researcher into the topic, by giving him/her the opportunity to experience firsthand, what s/he is about to study. In addition to the above, case study research gives room for the study to carry out a much more detailed analysis of the phenomenon it seeks to uncover. Although case study research is good

for some topics, its major weakness includes the fact that it uses data gathered from a single case to generalise its results [24]. This can be misleading because no two organisations are exactly the same. Such study fails to take into consideration the unique nature of different units amongst which one is chosen for the study. Such generalisations also do not always reflect the reality on the ground. Despite the weakness identified above, case study research remains an important methodology in social science research considering the fact that it is expensive to study every historical heritage monument in Cameroon in a study like this one. It is affordable to choose a case study such as the BFM in Buea and carry out a detail analysis of it and then use the outcome of the study to draw conclusions and recommendations that apply to other historical heritage another monuments in Cameroon and even elsewhere beyond the unit of analysis. It is on the basis of the fact that there is not enough time and resources to study every historical heritage monument in Cameroon that the researcher has chosen the BFM as case study for this research.

The primary data that was generated for this research came from in-depth semi-structured interviews/discussions with key heritage management experts who are highly knowledgeable with regards to historical heritage management in Cameroon. Sampieri *et al.* cited in [25] comments that in certain studies it is necessary to acquire the opinions of experts, particularly in qualitative and exploratory studies. The interviews lasted an average of 30 minutes with the individual involved in the management of the BFM, and the South West regional delegates of Arts and Culture (MINAC) and Tourism and Leisure (MINTOUR) between April 26th and May 5th 2016 in Buea. In-depth semi-structured interviews and discussions were also used for this research because it allows “...the interviewer to asks certain, major questions the same

way each time but is free to alter the sequence and to probe for more information” [26]. The researcher, working from a set of prepared guidelines, then asked the respondent probing but non-directive questions requesting clarification, specification and examples wherever need arose. These questions were aimed at eliciting as much information as possible pertaining to the sustainable management of historical heritage monuments in Cameroon which could not be obtained in the existing literature. Furthermore, a local research team of four persons in line with [25] consisting of the author, one PhD student in Geography from the University of Buea, one tourism tour operator in Buea from the “Na Bra O Gbako” tour company and the individual managing the BFM carried out the interviewer-completed survey throughout the duration of the study.

Besides the qualitative analysis of collected data that was done, cartographic analysis was also utilised by the author. The cartographic analyses enabled the precise terrain location or site of the BFM in the Buea Municipality through the help of the Global Positioning System (GPS) Garmin map 62 receiver, presented on a georeferenced map of the Buea

Municipality. Finally, inductive reasoning was further used to analyse the data collected from the field.

Findings: management of the bfm in the buea municipality

For this study, the author presents the findings relating to the case study of the BFM that was carried out in Buea and draws generalised conclusions and tenable recommendations that applies to sustainable monuments management in the entire country and even in other developing countries. To begin with, Buea is a colonial historical town in Cameroon which owes her beauty to the relentless efforts of the German colonial government to make it their home. Catching glimpse of the German historical colonial relicts reveals many scenery to marvel at, which are reminiscent of the era of German colonial rule in Cameroon in general and the Buea Municipality in particular (1884-1914). Some of these relicts include the Prime Ministers Lodge or residence of Jesco Von Puttkamer, the Old German Secretariat, the German burial ground, German Post Office, Lower and Upper Farms prisons and the BFM. The BFM is located in Buea Town, at the geographical coordinates of 32 N 0525582 and UTM 0459633 (Fig. 5).

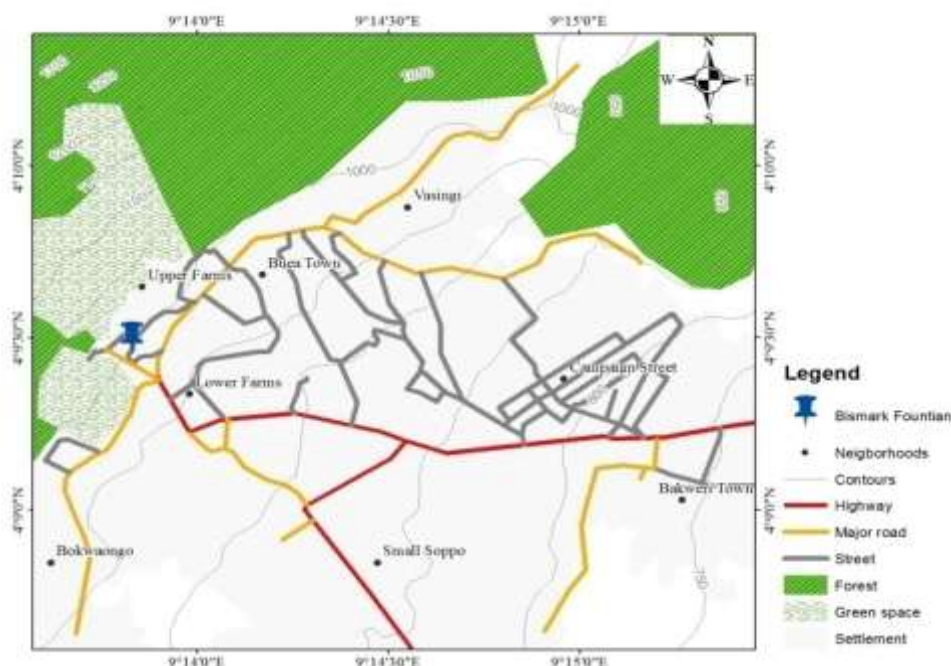


Fig-5: Location of the BFM in the Buea Municipality (Cameroon)
Source: GPS-based Field Survey (2016)

Actors involved in managing the BFM

The BFM is currently under a private and individual management system, with support or collaboration from the German embassy in Yaoundé (Cameroon). For the past 17 years, the pioneer manager and caretaker of the monument has been an individual who voluntarily started clearing the site which had been abandoned for about ten years before the Germans, and recently timidly the Cameroonian government started

gaining interest in the monument. Today, the main collaborator in the management of the monument is the German Government through their embassy in Cameroon. The Germans recognised the individual efforts that have been put in place in managing the monument before placing the caretaker/manager on an annual salary and provided funds for the renovation of the monument (gardening, landscaping, concreting/tiles and chairs and office allocation). Since then, the

Germans have been the main collaborators. This German collaboration in managing the BFM has been reiterated by the present German Ambassador to Cameroon, with the objective to unravel and renovate all German heritage sites in Cameroon. So far, the Cameroonian government does not actively partake in the management of the monument. For instance, the former South West Regional Delegate of MINTOUR could only request for the site to be cleared upon requests of tourists who had to visit the monument. Also, the South West Regional Delegation of MINAC attempted but failed to negotiate with the caretaker the commercialisation of the monument. The Buea Council has also been nonchalant to support the conservation or preservation of the monument and other heritage sites in the municipality.

Current conservation tactics, strategies or practices to preserve the BFM

Presently, there is the absence of a proactive, standard, modern or up-to-date management framework for the BFM just like many other historical heritage monuments in the country. Since the government is not

directly involved in its management, there is no legal instrument or law with specific conservation measures used in managing it. What currently exists is an unorthodox tactic, consisting of gardening and landscaping which involves clearing the grass using the grass cutting machine and pruning the flowers around the monument from time to time to keep it clean. With financial assistance from the German embassy in Cameroon, a fence was built around the monument to control entry and exit into the site. The number of people entering the site at any particular time is also controlled by the caretaker. Tiled concrete chairs and a central office where one can sit and listen to interpretation of the monument have also been provided. There is also no policy through which entrance fees could be levied before visiting the monument and so entry into the site remains free of charge which remains one of the major managerial lapses currently encountered in the sustainable management of the monument. The BFM before and after renovation (with financial assistance from the German Embassy in Cameroon) are presented in Figures 6a and 6b respectively.



Fig-6a: The BFM before renovation (pre 2009)



Fig-6b: The BFM after renovation (post 2009) with financial assistance from the German Embassy in Cameroon

Challenges faced in managing the BFM

Some of the major challenges currently hampering the sustainable management of the BFM includes; the problem of inadequate funding and the lack of finances to renovate the monument, lack of means of transport such as a car or a motorbike for the conservator to constantly visit the site and cater for it

and the lack of support by the government, NGOs, the municipal councils, rich individuals and community members. The government, for instance, perceives the monument as a German property and so should be managed by them. Furthermore, the pump of the fountain from where water oozes is currently bad such that the fountain from which water used to flow before

is now called “fountain of no water”. Finally, there is poor publicity of the monument and as a result, many visitors are not aware of its existence.

DISCUSSION

From the analysis of the study, it is realised that historical heritage monuments in Cameroon such as the BFM are a national heritage and an important symbol of Cameroon’s national space or political territory and time (social memory and heritage of German era) in the country from 1884-1914. Gruffudd and Johnson all cited in [27] declares that symbols of national landscapes contribute to the everyday reproduction of a society. Also, they could contribute to a unique niche of the tourism industry (heritage tourism). Johnson cited in [28] testifies that heritage tourism not only reproduces convenient national stories but also can offer local correctives that open to question dominant understandings of the national past particularly prevalent among absent patriots.

Field result also reveals that there is the lack of a modern or up-to-date and proactive management framework for historical heritage monuments in Cameroon for stakeholders in the cultural heritage sector, similar to what [29] reported from the Turks and Caicos Islands. Findings also reveal that until 2009, the BFM experienced neglect and abandonment causing it to suffer from an exalted state of dilapidation. Since 2009, the monument has been rehabilitated as a veritable touristic pull by an individual with financial assistance from the German embassy in Cameroon mainly through archaic or unorthodox tactics (gardening and landscaping). This current poor management system is due to the absence of a sustainable national management framework for historical heritage monuments in the country that guides their conservation and preservation. The development of a green management framework for the sustainable management of these monuments could help increase the number of visitor inflow and the subsequent inscription of the monument into the World Heritage List (WHL) as a site’s inscription into the WHL coincide with a boost in visitor rates [9]. In the BFM, there is only a single collaborator (the German Embassy in Cameroon) and no coordinating body which oversees or provides leadership such as MINAC and MINTOUR. The absence of institutional coordination jeopardizes socio-economic development that could be derived from its management, contrary to what obtains in other like Indonesia and Singapore where many different actors are involved in heritage (including historical monuments) management from the government-supported Tourist Board and Office of Culture and Arts, to NGOs such as the National Museum and National Trust, small non-profit organisations such as the National Maritime Heritage Foundation, and private sector players from small (Big Blue Tours) to large (Carnival Corporation) [29].

Also, the destitute and unsustainable managerial efforts to renovate historical heritage monuments in Cameroon such as the BFM, today coincides with an ever increasing visitor arrivals to these sites which have unfortunately resulted to feign authenticity of some of the monuments, which is the genesis of the discipline of management. This explains why much tourism use of heritage including historical heritage monuments has been criticized as exploitative, where commercial considerations outweigh historical accuracy and where commodisation results in the static portrayal and production of staged authenticity (the renovated monuments). As [2] opines, invention, substitution, reconstruction, replication, reproduction, simulation and permutation or rehabilitation all play havoc with the concept of tourism authenticity.

Another major challenge with the historical heritage monuments management in Cameroon is the lack of funding. Managing cultural heritage assets such as historical monuments is expensive and costly, necessitating that they be managed and funded by the government for sustainability just as is the case in Malaysia [30]. Certifies that in Malaysia, national heritage is put under the supervision of Ministry of Information, Communications and Culture (KPKK), which contrasts the situation in Cameroon where symbols of national significance like the BFM have been neglected and abandoned by the government to be managed by a caretaker/individual through archaic strategies or practices which does not lead to sustainability. This partly explains why at present, international tourism to historical heritage monuments in the country is virtually non-existent, just like in the Sakur Kingdom in Nigeria [15]. Another reason is that as of now, many of the historical heritage monuments such as the BFM offers very limited tourism infrastructure to the visitors [6]. Affirms that current management of heritage including historical heritage monuments is not sustainable in most cases because local governments do not fulfill their responsibilities to sustainable management via the provision of basic tourism infrastructure.

Recommendations and conclusion

From the above, it is vivid that Cameroon lacks and requires a green framework that will aid the sustainable management (process of planning, coordinating, staffing, directing and controlling) of historical heritage monuments now and for the future generations which is the very principle on which the World Heritage Convention, an international agreement signed in November 1972 in Paris is based. This study therefore frames and strongly recommends the adoption and implementation of the Green Framework for Sustainable Monuments Management (GFSMM) in Figure 7 by the policy making communities (environmental and socio-economic planners, heritage managers, museum curators, etc) in Cameroon as well as other developing countries. The proposed GFSMM

provides the required managerial issues that would ensure the integrity of the historical heritage monuments, their objects (such as photo of Otto Von Bismark on the BFM) and sustainable management tactics for their conservation and preservation. It also takes into consideration every challenge involved in conserving the monuments that prevents any form of conflict of interest that may likely arise thereby enabling them to be eligible for their inscription on the

WHL which has a positive impact on tourism growth. The GFSMM will also help to preserve and provide interpretation of the monuments through four interrelated phases (Fig. 7), each of which performs specific, but interrelated tasks. The GFSMM process will constitute identifying, assessing and analysing threats and opportunities, considering appropriate conservation or managerial options and design/implementation of management plans.

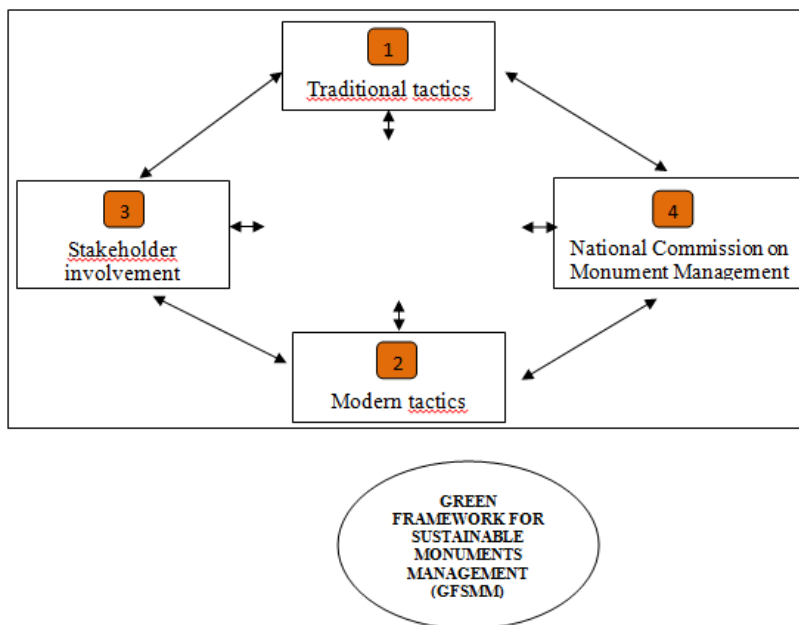


Fig-7: Proposed GFSMM for Cameroon and other developing countries

Source: Author’s Conception (2017)

The various four phases represented in the GFSMM which aims to sustainably manage historical heritage and other monuments in Cameroon as well as other developing countries include the following:

Phases 1 and 2: Alliance of Traditional and Modern Management Tactics

Since Cameroon is a developing country, it is recommended that both Phase 1 (Traditional or indigenous tactics) and Phase 2 (Modern or foreign tactics) go hand in hand for sustainability. While the former ensures local consultation/support for monuments conservation efforts by the community, the latter should strive to involve environmental and socio-economic impact assessments as a constituent of the monuments management process. Local communities should be consulted in the development and management of the monuments [30]. In the domain of heritage tourism management for instance [9]. Holds that projects with limited local input are less productive and ultimately more expensive [15]. adds that local support ensures a sensitive, anthropologically informed approach to local communities, and that grassroots involvement with specific educational and formational goals is a prerequisite for sustainable development. Managing historical heritage monuments sustainably

should jointly involve the community. The term community here adopts [4] definition referring to all people, including those with special interest such as owners, managers, architects, builders, developers, local and state governments and technical heritage experts. Hence, the sustainable management of historical heritage monuments in Cameroon requires the active participation of the community members in any decisions affecting their monuments. As Hall and McArthur cited in [25] notes, it is also crucial that managers involve the local community so as to increase the quality of planning and reduce the likelihood of conflict, to ensure that sound plans remain intact over time, increase the community’s ownership of its heritage (monuments) and to enhance the community’s trust in monument’s management [3]. Conclude that suitable combination of modern and traditional practices are needed in heritage (monuments) management so as to ensure their sustainable management and enhance their potential for tourism and socio-economic development. A combination or alliance of Phases 1 and 2 is important because modern tactics are not the only avenue towards sustainable heritage management particularly in developing countries such as Cameroon.

Phase 3: Stakeholder involvement

The main task of this phase is to ensure the inclusion of a range of international, trans-national, national and local stakeholders or experts in managing monuments sustainably. As [10] declares, any form of sustainable management, robust assessment and careful long-term planning is needed to take account of all values (social, economic, environmental) as well as involve all stakeholders. It should also enable the active participation of international organisations, the government, private sector, NGOs and CIGs, community members, local councils, chiefs, quarter heads and individuals simultaneously coordinating management activities together. For example [30], heralds that the successful management of tourism attractions (including historical heritage monuments) is dependent on the effective coordination between a range of actors involved such as site managers, local authorities, tour operators, transportation companies, information managers, etc at different levels. On their part [25], amplifies that stakeholder collaboration should be marked by dialogue, cooperation and collaboration while [13] adjoins that involvement of the private sector in heritage (monuments) management is unavoidable because heritage conservation is the business of all. Therefore, besides the international, national and local or grassroots support, the management responsibility of historical heritage monuments should also consider involving private establishments just as the government of the Central African Republic proposed for the Manovo-Gounda St. Floris National Park [32]. It should be the duty of the involved private establishments to prepare the detailed state of conservation report and rehabilitation plan for the monuments from year to year for their sustainability.

Phase 4: Creation of a National Commission on Monuments Management

This Phase recommends that the government should create Cameroon's National Commission on Monument Management (CNCMM) under the joint supervision of MINAC and MINTOUR, which is specialized in the management process (planning, coordinating, staffing, directing and controlling) of historical heritage monuments different from other intangible heritage niches. The objectives of this commission should include, amongst others, to ensure an up-to-date inventory of monuments in the country in line with [13], sponsor research on monuments, seek and invest in financial and material assistance for the conservation of monuments, enhance their promotion in both the national and international markets, set appropriate policies with regard to monuments management together with their assessment or monitoring and control as well as provide interpretation. The CNCMM should also ensure effective allocation of resources and seek ways to integrate monuments into urban and rural development plans so as to prevent conflicts, integrate community support and partnership

in the managerial process, sensitize or raise awareness (through education and other awareness creating campaigns) of communities in/around monuments in order to gain their support in conservation efforts and finally seek enlistment of the monuments into WHL. The CNCMM should also seek and ensure investment in monuments management with financial assistance from the World Bank for instance, which has already financed a variety of investment projects aimed generally at supporting the conservation, restoration and maintenance of physical heritage in ECA (Europe and Central Asian Region) countries. The overall objective of these investments is to promote employment, reduce poverty and generate socio-economic development through monuments. Examples of successful heritage investment in the ECA Region to include the Old Bazaar of Skopje (FYR Macedonia), which formed part of the Macedonia Community Development and Culture Project (2002/2006) and the historic core of Tbilisi (Georgia), as part of the Georgia Cultural Heritage Project (1998/2003) [18]. Furthermore, the CNCMM should improve the management of historical monuments and ensure their promotion and marketing as a veritable touristic trap to cultural tourists. The secret to marketing a destination for cultural tourism and sustaining its competitive advantage requires developing a collaborative and right marketing strategy and marketing mix for the individual destinations that would benefit all stakeholders. In line with [22] therefore, the CNCMM should formulate a comprehensive marketing strategy that would enable managers and planners to identify appropriate target markets for historical heritage monuments and to maximize economic benefits locally from them. A direct marketing strategy via identifying prospective customers through effective and reliable partnership with tour operators in other countries where Cameroon's historical heritage monuments could be conveniently marketed to the international community is strongly recommended to the CNCMM. Furthermore, the CNCMM should seek and attain community support/sensitization in order to create awareness and protection of the historic heritage monuments upon which tourism in countries such as Canada relies [5]. Finally, the created CNCMM should ensure that money realised from visitors who visit the historical heritage monuments should be reinvested for the upkeep, safeguard, development and embellishment of the monuments, in line with Article 4 of WTO's Global Code of Ethics for tourism that was signed in October 1999.

The upshot of the GFSMM in Cameroon and other developing countries is to ensure a sustainable management of historical heritage monuments which could pave the way for an industrial scale development of tourism in general and heritage tourism niche in particular, strictly based on visiting such sites. This is important because monuments in the country, particularly the historical heritage ones brings the past

to the present and predicts the future as well as generate income through heritage tourism, in line with [5] who notes that tourism is an important element of economic development and a key issue for the management of cultural heritage resources including monuments [30]. Equally stressed that cultural heritage tourism can encourage the revival of traditions and the restoration of sites and monuments. If adopted and properly applied, the conceived GFSMM could also lead to economic revitalisation in line with Martin-Brown and Carnea all cited in [17] of historical places such as Cameroon with about 76 years of colonial history and legacy such as the BFM

This attempt to critically examine the management of historical heritage monuments in Cameroon and frame a GFSMM by drawing the case study of the BFM in the Buea Municipality reveal that the government is only a peripheral and not an active actor and/or collaborator in the management of historical heritage monuments. More so, outdated or archaic (traditional) tactics or practices are solely being utilized to preserve the historical heritage monuments. There is also the absence of legislative instruments or laws (international, national and local) that has been put in place to govern their management (process of planning, coordinating, staffing, directing and controlling). As such, many challenges are encountered in their management some of which include inadequate funding, absence of management plans and trained officials, lack of support/collaboration from the government and community members as well as, equipment/services, etc. This study frames and strongly recommends the adoption and implementation of the conceived GFSMM by the policy making communities (environmental and socio-economic planners, heritage managers, museum curators, etc) for the sustainable management of historical heritage monuments in the country as well as other developing countries. If effectively implemented, the GFSMM could fully develop a cultural heritage niche of Cameroon's tourism based on visiting historic heritage monuments leading to sustainability from the economic, socio-cultural and environmental view points. It will also permit the identification, conservation and promotion or marketing of the historical heritage monuments which could attract tourists and generate economic activity while also deriving revenue for the government. In this way, the country will be able to cash in on one of the world's leading tourism niche (heritage tourism) involving travelling to historically significant places such as Cameroon and the Buea Municipality in particular which today is on an incredible rise. Therefore, the sustainable management of Cameroon's historical heritage monuments for the socio-economic development of present and future generations is dependent on the adoption and strict implementation of the framed GFSMM, which ensures the sustainable management of monuments and so play a significant role in their preservation and safeguarding. Hence, for

sustainability's sake, this study concludes that management and socio-economic development from historical heritage monuments through the framed GFSMM should complement each other because they are mutually reinforcing.

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