



## World Heritage and Sustainable Tourism

### SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS



## Specialized workshop

Cathedral Peak, 05-06 November 2015

Maloti-Drakensberg Park World Heritage Site



## A. INTRODUCTION

### 1. Background to the World Heritage and Sustainable Tourism Project

<b>PROJECT:</b>	<b>SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS</b>
<b>SITES:</b>	4 PILOT WORLD HERITAGE SITES  (1) Mosi-oo-Tunya (Zambia/Zimbabwe) (2) Maloti Drakensburg (South Africa/Lesotho) (3) Lake Malawi National Park (Malawi) (4) Ngorongoro Conservation Area (Tanzania)
<b>DURATION:</b>	12 months (November 2014-October 2015)
<b>ORGANISERS:</b>	UNESCO World Heritage Centre, African World Heritage Fund, UNESCO Field Offices, and the Nature, Culture, and Tourism Ministries and Organizations from participating countries
<b>FUNDING:</b>	Government of Flanders and IRIS Foundation

#### 1.1 The UNESCO World Heritage and Sustainable Tourism Programme

World Heritage sites are unique treasures of humanity. These natural and cultural wonders have outstanding universal value, represent our past and present, and belong to all. These sites are also important travel destinations with huge potential impact for local economic development and long-term sustainability. Travel and tourism is one of the largest industries and heritage tourism is its most rapidly growing international sector. With millions of tourists visiting World Heritage sites each year, tourism has become an important cross cutting issue and management concern at most World Heritage sites.

The UNESCO World Heritage Centre has developed the World Heritage and Sustainable Tourism Programme (WH+ST Programme) to catalyze positive change to protect and conserve the sites while enriching the lives of local communities and at the same time enhancing the experience of travelers. The aim is to develop heritage-based tourism that is based on the Outstanding Universal Values of the properties.

#### 1.2 UNESCO World Heritage Sustainable Tourism Toolkit

In the framework of the World Heritage and Sustainable Tourism Programme (WHSTP), the UNESCO World Heritage Centre (WHC) has developed a capacity building tool for

site managers (“How To” Guides) to help them manage tourism at their sites more sustainably. The toolkit consists of 10 guides. The guides can be found at the following link: <http://unescost.cc.demo.faelix.net/how-use-guide>

These easily accessible 'How To' guides are focused on best practice approaches to sustainable economic development through tourism. The 'How To' resources offer direction and guidance to managers of World Heritage tourism destinations and other stakeholders to help identify the most suitable solutions for circumstances in their local environments and aid in developing general know-how for the management of each destination.

The series of guides have been structured as a step-by-step process for site managers.

- **Guides 1-4 establish the basic foundations for sustainable Tourism.**
  - Guide 1: Understanding tourism at your destination
  - Guide 2: How to develop a strategy for progressive change
  - Guide 3: How to develop an effective governance structure
  - Guide 4: How to engage local communities and businesses
- **Guides 5-10 are tailored to more specific issues, which will have greater relevance at some sites than at others.**
  - Guide 5: How to communicate with visitors
  - Guide 6: How to manage the development of tourism infrastructure
  - Guide 7: How to develop products, experiences and services that add value
  - Guide 8: How to manage visitor movements and behaviour
  - Guide 9: How to secure funding and investment to make progressive change
  - Guide 10: How to monitor and benchmark the success of your efforts

## **1.2 Sustainable tourism capacity building in 4 African World Heritage destinations**

Assistance to site managers and other stakeholders is essential to ensure that the How To guides are used as effectively as possible and adapted accordingly to the sites. To achieve this, the World Heritage Centre and the African World Heritage Fund are carrying out a project ‘**Sustainable tourism capacity building in 4 African World Heritage destinations**’. The project consists of organizing a series of practical training and workshops in four World Heritage sites in Africa.

Previous economic analysis has shown that even some of the most progressive actors in the field of sustainable tourism lack understanding and knowledge of the different models that are emerging globally. There is little knowledge transfer of good practice; and as a result surprisingly few site managers have a comprehensive understanding about the key issues, the expertise to put theory into practice, or indeed where they can learn more. This project will help site managers and other stakeholders to identify the most suitable solutions for their local circumstances and develop a sense of how to structure management of destination that is based on the heritage values of the site.

## 2. Objectives of the Project

The aim of the project is to help each site develop a sustainable tourism strategy using the guidance tools developed by UNESCO in order to enhance broad stakeholder engagement in planning, development and management of sustainable tourism, and provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs.

## 3. Expected Results of the Project

### **Overall goal of the project:**

Participating World Heritage sites in Africa plan and manage tourism more sustainably using the guidance tools to improve their effectiveness.

### **The expected outcomes of the project are:**

1. For each site to have developed a sustainable tourism management strategy as well as a governance structure to support the implementation of the strategy that is based on the OUV of the site;
2. Participating sites are actively using the guidance tools to implement strategies addressing the core issues;
3. Participating sites have a sense on how to structure tourism management that takes a destination approach;
4. Broad stakeholder involvement in planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities;
5. The guides are further refined and adapted to African World Heritage sites.

## 4. Structure of the Project

The project will take place over 12 months (November 2014-October 2015) and will be structured in 3 phases, as follows:

- (1) Initiation workshops;**
- (2) Follow-up workshops;**
- (3) Specialized workshops.**

Each site will be taken through the 3 phases and will be supported throughout the project by a team of coordinators and resource persons via workshops, discussions, distance consultations, feedback on results and monitoring. The initiation and follow-up workshop will concentrate on guides 1-4 of the toolkit to establish the basic foundation for strategy development. The initiation workshop was undertaken from the 19-21<sup>th</sup> February 2015, and the follow-up workshop took place from the 19-20<sup>th</sup> June 2015.

## 5. Final Workshop 05-06<sup>th</sup> November 2015

The final workshop took place in Cathedral Peak with the Maloti-Drakensberg Park World Heritage Site from the 05-06<sup>th</sup> November 2015. This final workshop aimed at finalizing the strategy and focusing on any critical issue identified through the process by the participants. Maloti-Drakensberg Park is a mixed transboundary World Heritage Property covering two State Parties, South Africa and Lesotho. The property was inscribed in 2000 with the uKhahlamba Drakensberg National Park in South Africa and extended in 2013 to include the Sehlabathebe National Park in Lesotho.

### B. WORKSHOP PROCEEDINGS

#### 1. Workshop programme

The two day workshop consisted of a mixture of practical and training exercises aimed at finalizing the work started in the first two workshops mainly focusing on the vision and the logo for the World Heritage Site as a Destination, the action planning of the Strategy and determining a way forward. The workshop took place at the Didima Resort in Cathedral Peak, South Africa from the 05-06<sup>th</sup> November 2015. *See appendix (a) for the programme.*

#### 2. Workshop participants

Fourteen participants attended the meeting, nine from Lesotho and five from South Africa, of which six were female and eight were male. On the second day, three delegates from different department joined the participants: from the South African Department of Environment Affairs; the Ministry of Tourism, Environment and Culture of Lesotho and the Lesotho Tourism Development Corporation. The coordination and resource team consisted of: a Programme Specialist from the World Heritage Centre Paris; the African World Heritage Fund; a Culture Officer from the UNESCO Multisectoral Regional office Harare, and; a UNESCO Expert, Chair of the IUCN World Commission on Protected Areas (WCPA) Tourism and Protected Areas Specialist Group. *See appendix (b) for participant list.*

### 3. Proceedings- 05-06<sup>th</sup> November 2015

#### 3.1 Session 1: Opening and Reviewing

The workshop opened on the 05<sup>th</sup> November with a brief welcome and introduction of the two AWHF representatives and the UNESCO Expert, Chair of IUCN WCPA. This was followed by a recap presentation on the World Heritage and Sustainable tourism programme and the objective of the final workshop. The concept of destination and its management approach were emphasized again. *A destination is the physical space in which a tourist spends their holiday or vacation. It includes a full range of services, products and experiences. A World Heritage site (WHS) can be a destination in itself. However, more often it is located in, or part of, a wider venue, forming the key, or one of the key, attractions of the place concerned. It is important to manage tourism at a destination scale – managing the issues simply within the boundaries of the World Heritage sites would be ineffective.* For the Maloti-Drakensberg Park World Heritage Destination, the destination covers both the South Africa and Lesotho side of the World Heritage Site as well as the towns and activities that surround it.

The review presentation was able to make some clarifications about the UNESCO endorsement of the tourism Strategy once it is an official working document that is developed by and for the two countries, in addressing the potential negative impacts of tourism on the WHS. The importance of the strategy implementation was also highlighted as it is not only to strengthen the World Heritage Site conservation and management, but also to improve the local communities' livelihoods through the WHS Destination, and to enhance the visitors' experiences. For the South African side, other points from previous stakeholder meeting were raised and brought to some suggestions such as the visibility of WHS brand values in the site' status (e.g. testifying the effectiveness with a position paper on the brand value of the site), then the need of doing international marketing to increase tourism visitors. However, this should base on the specific and uniqueness values of the site as a national heritage and as a WHS, considering the management of tourists flow, and including the feedback survey of hotels. For the question on infrastructure development whether in the buffer zone or in the core area of a WHS, UNESCO always request as a guideline the fulfilment of an environmental impact assessment which will depend on the type of the site (some site may also require a heritage impact assessment) in association with the IUCN notice.

#### 3.2 The workshop continued with the presentation on the progress in the two countries.

The Lesotho representative started with the main following points:

- Concerning the legislation and the management tools, the Sehlabathebe National Park has been earmarked as a priority by the Honourable Minister of Tourism, Environment and Culture. As a result, the park will be given prevalence in the

following budget as related department in the Ministry will prioritize the site.

- About the establishment of implementing bodies, the participants recommend the use of the existing tourism working group to adopt and implement the strategy and the strengthening of the personnel of the group including culture and environment members.
- Relating to consultative meetings: the two countries had a meeting on the logo development. The Lesotho proposed and the South Africa developed a brief.
- As for the Drafting strategy: the Lesotho team convened to put together the strategy and circulate to management for comments. Then, include them and organize a broader consultation.
- For the Action Planning of the strategy: yet to be developed and adopted.

The point of being behind in terms of infrastructure and the question of having an interpretation centre sharing information on the OUV were also highlighted. Having a representation from Culture in the committee is yet a good way to go ahead.

For the way forward and in order to finalize the tourism strategy, they suggested a collaboration between the two countries on realignment over time.

For this final workshop, the South African representative gave some results of the two last workshops, as example: the development of marketing prospectus for the Park from the working groups; a brand shape and draft logo from the combined working groups; a synthesis OUV of the Park; two versions of the vision that were presented to the stakeholders (with a good feedback with an acceptance of them in principle).

The presentation went on with the following key points from the stakeholder meeting in the North and the central Berg:

- A desperate need to address failing infrastructure both within and outside the park which is the economic potential, is to be unlocked.
- The political perspectives have to form part of the Tourism Strategy, these needs should be stated outright and up-front in an effort to promote government buy-in.
- There was general discomfort with the term 'pro poor tourism' that ended to a better understanding of the term.
- Concern was expressed regarding the ability of EKZNW's systems to run the Park effectively and there were discussion in some detail about it.
- A need for clear market segmentation and considerable emphasis was placed on the need to focus on electronic media for communication;
- Two meetings with stakeholders were organized but the consultation process has not yet started; the EWT – Kobus representative with a good network has offered to help with the consultation. These stakeholder meetings were the opportunity to share the

concept of Destination with the different stakeholders.

Other issues were also raised, as follows:

- The gateway to the Park: not a physical structure but a polished electronic gateway that would serve as both an information portal and marketing tool;
- The production of an application to support the Park;
- The proposed pilgrimage route (this idea was welcomed);
- The creation of a centre of excellence as a training venue was well received and supported.
- The development of retail industry based on authentic San products that focused on the economic empowerment of the community.

The area of the Park governance was not yet addressed and its model needs to be determined for the future management of the Park.

Relating to the logo concept for Maloti-Drakensberg WHS Destination, the two national teams had different design. The South African design were using different icons: San culture and history in the WHS; the shape of the mountains that typify the Park; shapes that have cultural significance to the people of the region; the icons that represent the natural elements of the WHS; the colours that are associated with the Park and its history, and the name of the Park. Whereas, the logo presented by the Lesotho team was designed by a designer from the team's views, but still need to be improved.



Logo - South African side



Logo - Lesotho side

### 3.3 Session 2: Reviewing the draft strategy

The reviewing of the strategy was based on a presentation of reflections made on the current Draft Tourism Strategy by the UNESCO Expert from IUCN World Commission on Protected Areas (WCPA) Tourism and Protected Areas Specialist Group. It started with a map of the Serengeti showing the complexities of managing protected areas, and refreshed about the different steps of the sustainable tourism toolkit, with the logical flow of the strategy itself. Some particular remarks were given in the section 2 of the current strategy (Introduction) especially about the map used and the description that needed to include the whole area. For the section 3 (Key statistics), it should consider for both Lesotho and South Africa and needed



to be more detailed (number of beds/facilities & source markets for both countries etc. as presented in the Guide 1 of the toolkit). Also, the source of data for source markets for Lesotho needed to be precised if it is specific to the destination, with date, and required to be verified if they have a comparable information for South Africa.

Regarding the OUV, a questioning was arising whether using the official OUV for the Maloti-Drakensberg submission on the UNESCO World Heritage List, or giving a new statement. The criteria for the site's inscription have been given just as a reminder for a possible revision:

- Criterion (i): Rock art
- Criterion (iii): The San people's art and way of life
- Criterion (vii): Exceptional natural beauty
- Criterion (ix): Significant natural habitats for in situ conservation of biological diversity.

Concerning the section 5 (SWOT analysis), a call for reflections was made in order to make sure that the draft strategy is taking into account all possible views and is sharing those of the stakeholders.

Then, the reflection ended on the logical flow between the other parts of the strategy: from the SWOT analysis to the strategic priorities, the strategic actions and the planning action where some points seemed necessarily to be revised or added.

Besides that, the following details about the section for the stakeholders and the governance were pointed out for the participants' attention:

- A detailed inventory list of the stakeholders in the destination; the meetings that have taken place with them; the way they are included in the strategy and how they will be consulted during its implementation; if the tourism strategy will reflect their views.
- The organogram for the site governance, its component and role of each member and partners, etc.

3.4 After these reflections, the two national team reworked on the two views of the site's vision in order to have one vision for Maloti-Drakensberg WHS Destination and to finalize it.

3.5 The workshop continued with a group work on the strategic actions which aims to complete and prioritize the actions for the next 10 years. The participants were divided into 4 groups and each were working on one strategic priority. The actions were prioritized following a time frame as year 1, then year 2 to 5, and lastly year 6 to 10.

### 3.6 Session 3: Finalizing the action planning

The second day started with a group work on the action planning. The participants continued to work in groups and the coordination team was facilitating each group. The action planning was discussed and finalized through the plenary.

### 3.7 Session 4: Way Forward and Closing

By the end of the specialized workshop, the participants finalized the vision for Maloti-Drakensberg WHS Destination, revised the details of the strategic actions and the Action Planning of the Strategy in order to address the main core issues for both sides.

The last step in the process involved discussing the desired outcome by the end of the project with a deadline schedule for the finalization and formalisation of the tourism strategy, but also the upshot on a common logo for the Destination. The workshop was closed with words from the representative of UNESCO, the participants and the Director of Lesotho Department of Tourism.

### 3.8 Discussion on the logo for Maloti-Drakensberg WHS Destination.

The final workshop was a great opportunity for the national teams to discuss and go forward about the Destination's logo. The discussion were focused on its elements (significance of each element), colours, size and its use for the site's promotion (t-shirts, caps, etc.). The overall comment closed in the needs of time to play around the current logo colour-wise and shape-wise as well; keeping the same elements with different presentations and views (river running across the mountain must be bolded, different positioning of the eland). Then, the Design studio will rework the logo with the Lesotho inputs, and one of the South African participant will circulate the proposals/options.

## C. WORKSHOP RESULTS

### 1. Vision

*“Conserving and creating a globally iconic mountain wilderness destination that reconnects humanity to their African origins and generates economic benefits for the local communities, the First Peoples and beyond.”*

### 2. Strategic priorities

1. Ensuring that the Tourism sector helps protect the Maloti-Drakensberg Park World Heritage site's Outstanding Universal Value.
2. Collaborate and partner with the local communities, the region, the First people, and the tourism sector to ensure their empowerment and that they benefit from responsible tourism in the World Heritage Site.
3. Educate and Communicate the Outstanding Universal Value of the Maloti-Drakensberg Park World Heritage Site local and around the world to grow understanding, widen appreciation, and drive responsible tourism.
4. Develop world class products and experiences within the Maloti-Drakensberg Park World Heritage site destination that are based upon the Outstanding Universal Value and local values.

#### 4. Strategic actions

1. Ensuring that the Tourism sector helps protect the Maloti Drakensburg Park World Heritage site's Outstanding Universal Value.

- 1.1 Establish management structure;
- 1.2 Enhance stakeholder engagement;
- 1.3 Develop policy/legislative tools;
- 1.4 Develop tourism guidelines;
- 1.5 Integrate monitoring and evaluation.

2. Collaborate and partner with the local communities, the region, the First people, and the tourism sector to ensure their empowerment and that they benefit from responsible tourism in the World Heritage Site.

- 2.1 Build capacity of local community members to empower and uplift them;
- 2.2 Enable controlled traditional access to ancestral sacred grounds and other resources;
- 2.3 Enhance local economic benefits.

3. Educate and Communicate the Outstanding Universal Value of the Maloti-Drakensburg Park World Heritage Site local and around the world to grow understanding, widen appreciation, and drive responsible tourism.

- 3.1 Branding;
- 3.2 Marketing and promotion;
- 3.3 Communication.

4. Develop world class products and experiences within Maloti-Drakensburg Park World Heritage Site destination that are based upon the Outstanding Universal Value and local values.

- 4.1 Development planning;
- 4.2 Tourism product development;
- 4.3 Provide support infrastructure;
- 4.4 Ensure high product quality.

## 5. Action planning for the 10 year strategy

No.	Action	WHO (joint or national)	Stakeholders / Champion	Timeframe	Success Indicators	Resources
<b>1. Ensuring that the Tourism sector helps protect the Maloti-Drakensberg Park World Heritage site's Outstanding Universal Value.</b>						
<b>1.1. Establish management structure</b>						
1.1.1	Analysis of management structure / governance options (e.g. examples of iSimangaliso etc.) with recommendations and plan for entity	Joint	Joint Management Committee	Y1	Analysis report with recommendations	Internal human resources
1.1.2	Review the Park Management Business Model (i.e. regarding concession options and conflict of interest)	Joint	EKZN & MTEC.	Y1	Review report with recommendations	Internal human resources
1.1.3	Review and adapt Tourism Working Group Terms of References	Joint	BCC (Bilateral Coordination Committee)	Y1	Revised terms of references	Internal human resources
1.1.4	Develop MD TFCA coordinating body	Lesotho	MTEC	Y2 - 5	Entity established and operational	- Political will - Financial resources
1.1.5	Develop Lesotho National Parks Board, as a public private partnership	Lesotho	MTEC	Y6 - 10	Entity established and operational	- Political will - Financial resources
<b>1.2. Enhance stakeholder engagement</b>						
1.2.1	Tourism activities supporting communities to develop CBNRM and CBC projects (support develop proposals for funding projects and support implementation)	Joint	EKZNW & MTEC	Y1 - 10	- Proposals developed - Funding for CBNRM/CBC secured - Proclaimed community conservation areas - Biodiversity Stewardship Sites	Internal human resources

					declared	
1.2.2	Develop and strengthen support for and engagement in management of the park from outside operators and communities through community conservation forums and Local Boards	Joint	EKZNW & MTEC (Ministry of Tourism, Environment and Culture)	Y2	<ul style="list-style-type: none"> <li>- Community Conservation Forums established/operational</li> <li>- Composition of Local Boards (with tourism committee) are representative</li> <li>- Annual reports include specific activities relating to action</li> </ul>	<ul style="list-style-type: none"> <li>- Internal human resources</li> <li>- Funding (Staff Allowances)</li> </ul>
<b>1.3. Develop policy/legislative tools</b>						
1.3.1	Inventory of legislation relating to WHS (gaps / overlap / relating to TFCA & WHS tourism)	Joint	EKZNW & MTEC	Y1	Inventory report highlighting areas for revision	Environmental lawyer
1.3.2	Review of Management Plans and revise integrating tourism and culture	Joint	EKZNW & MTEC	Y1	Revised management plans	Internal human resources
1.3.3	Develop Biodiversity Resources Management Bill (including provision for Lesotho National Parks Board PPP and Legal mechanism for community benefits from SNP)	Lesotho	MTEC	Y1 - 2 (Dec 2016)	<ul style="list-style-type: none"> <li>- Bill drafted</li> <li>- Bill passed</li> </ul>	Internal legal services
1.3.4	Develop Cultural Heritage Management Plan (including for Rock art: overall and site specific)	Lesotho	MTEC	Y1 - 2 (Dec 2016)	Plan developed and available	Internal human resources
1.3.5	Amend Cultural Heritage Management Act to include World Heritage issues	Lesotho	MTEC	Y5	Act amended	Internal legal services
1.3.6	Develop Visitor Management & Monitoring Plan with Standard Operating Procedures for sites	Joint	EKZNW & MTEC.	Y2 - 5	Plan and Standard Operating Procedures (SOPs) produced	Internal human resources
1.3.7	Investment promotion and	Joint	EKZNW & MTEC.	Y2	- Policy drafted	Funding for external

	concessions policy, protecting OUV				- Endorsement from UNESCO - Board approval	financial consultant
<b>1.4. Develop tourism guidelines</b>						
1.4.1	Develop one vision, mission, and objectives for the Park.	Joint	EKZNW, MTEC and private entities and stakeholders within the Park.	Y1 2015 (10 years)	- Prospectus produced - UNESCO endorsement - Board approval	Internal human resources
1.4.2	WHS product development guidelines (park and buffer zone)	Joint	EKZNW, MTEC	Y1	Guidelines document	- Funding for external consultant - Funding for consultation
1.4.3	Responsible tourism guidelines (including community involvement through concessions and supply chains)	Lesotho	MTEC and LTDC	Y2-5	Guidelines document	- Internal HR - Funding for consultation
1.4.4	Implement 'leave no trace' guidelines	Joint	EKZNW, MTEC	Y2-5	- Communication product (e.g. brochure) - Guidelines distributed	Internal funds allocated for printing
1.4.5	Code of conduct for tour operators	Joint	EKZNW, MTEC, and stakeholders	Y2-5	Code document	- Internal human resources - Funding for consultation
1.4.6	MoUs between Park & operators	Joint	EKZNW, MTEC	Y2-5	MoUs signed	Internal human resources
<b>1.5. Integrate monitoring and evaluation</b>						
1.5.1	Monitor compliance with guidelines and plans, including Visitor Management Plan	Joint	EKZNW, MTEC	Y2-10	Annual data and evaluation report	Internal human resources

No.	Action	WHO (joint or national)	Stakeholders / Champion	Timeframe	Success Indicators	Resources
<b>2. Collaborate and partner with the local communities, the region, the First people, and the tourism sector to ensure their empowerment and that they benefit from responsible tourism in the World Heritage Site.</b>						
<b>2.1. Build capacity of local community members to empower and uplift them</b>						
2.1.1	Improve stakeholder engagement through community meetings with existing committees	Joint	EKZNW & MTEC. Non-for-profit company (NPC) (TBD)	Y1, on-going	- Number of meetings - Number of communities and their members participating	- Internal human resources - Funding for meetings
2.1.2	Develop community based tourism strategy to foster ownership	Joint	EKZNW & MTEC. NPC (TBD)	Y1, following consultation	Community based tourism strategy	Internal human resources
2.1.3	Provide training and ongoing technical support for local communities (i.e. in vocational tourism; product development) to develop responsible tourism products that promote and protect cultural values.	Joint (South Africa to start)	EKZNW & MTEC. Arts Council, SETA, Department of Arts and Culture (RSA) NPC (TBD)	Y1, on-going	- Number of skilled community members - Number of operational viable community tourism enterprises - Tourism enterprise turnover from financial statements - Report of the flow of benefits to community members.	- Human resources: Trainers - Funding for training
2.1.4	Create a Centre of Excellence for skills training to benefit communities (proposed in Kamberg)	South Africa	EKZNW & MTEC. Arts Council, SETA, Department of Arts and Culture (RSA) NPC (TBD)	Y1-3	Skills training centre operational	- Human resources: Trainers & Centre management - Funding for Centre
2.1.5	Train people from both countries together to promote learning exchange between RSA and Lesotho	South Africa	EKZNW & MTEC. Arts Council, SETA, Department of Arts and Culture (RSA) NPC (TBD)	Y1, on-going	Number of trainees from Lesotho and South Africa	- Human Resources: Trainers - Funding for training

						- Institutional arrangements for exchange
2.1.6	Design and develop a community outreach program through schools (including evaluation of Community Based Organisations (CBOs) who could conduct outreach)	Joint	EKZNW & MTEC	Y1	<ul style="list-style-type: none"> <li>- Plan for outreach program documented</li> <li>- Reduced incidence of illegal activities.</li> <li>- Community cooperation e.g. informants, Neighbour Relations Liaison Committee (NRLC).</li> <li>- Number of school programmes</li> </ul>	<ul style="list-style-type: none"> <li>- Human resources for outreach program design and implementation</li> <li>- Funding (Staff Allowances)</li> </ul>
2.1.7	Establish/build capacity of CBOs to conduct outreach	Joint	EKZNW & MTEC	Y1, on-going	Number of CBOs undertaking outreach	Human resources to train CBOs
2.1.8	Conduct awareness and education programmes for the communities and schools to minimise illegal activities within the Park and raise awareness of the OUV and importance of the Rock Art.	Joint	EKZNW & MTEC	Y1, on-going	<ul style="list-style-type: none"> <li>- Number of awareness raising meetings.</li> <li>- Number of education programs.</li> </ul>	<ul style="list-style-type: none"> <li>- Human resources for outreach program design and implementation</li> <li>- Funding (Staff Allowances)</li> </ul>
<b>2.2. Enable controlled traditional access to ancestral sacred grounds and other resources</b>						
2.2.1	Establish a permit system for (cross border) access	Joint	EKZNW & MTEC, CCF (LSO), Ministry of Forestry (LSO)	Y1, on-going	<ul style="list-style-type: none"> <li>- Permit system in place</li> <li>- Number of permits issued</li> <li>- Number of entries with and without permits</li> </ul>	Internal human resources and enforcement
2.2.2	Guidance on restrictions of certain types of harvesting and use of ancestral sacred grounds	South Africa	EKZNW	Y1	<ul style="list-style-type: none"> <li>- Guidance document</li> <li>- Reduced incidents of illegal harvesting of medicinal plants</li> </ul>	Internal human resources and enforcement



					- Number of incursions	
<b>2.3. Enhance local economic benefits</b>						
2.3.1	Undertake value chain analysis and diagnostic	Joint	EKZNW & MTEC	Y1	<ul style="list-style-type: none"> <li>- Comprehensive Value Chain diagnostic</li> <li>- Opportunities identified for community based value chains</li> </ul>	Funding for expert to conduct analysis
2.3.2	Strengthen value chain linkages	Joint	EKZNW & MTEC	Y1 start but on-going	<ul style="list-style-type: none"> <li>- Community based enterprises (CBE) established</li> <li>- Number of commercial linkages formed between CBEs and park/tourism sector</li> </ul>	Funding for CBE support and linkage brokerage
2.3.3	Design and establish a Community Trust Fund (CTF)	Joint	EKZNW & MTEC /A!kunta Project	Y1, ongoing	<ul style="list-style-type: none"> <li>- Feasibility study and business plan for CTF</li> <li>- Trust Fund developed and fully and endowed</li> <li>- Operational plan for CTF</li> </ul>	<ul style="list-style-type: none"> <li>- Funding to conduct feasibility study and business plan</li> <li>- Institutional arrangements for financing (e.g. gate entrance fees etc.)</li> </ul>
2.3.4	Design and establish a mechanism to ensure benefits accrue to First Peoples	Joint	EKZNW & MTEC /A!kunta Project	Y1, ongoing	Mechanism for First Peoples established	Internal human resources
2.3.5	Develop community medicinal plant gardens	Joint	EKZNW & MTEC /A!kunta Project	Y1, ongoing	Number medicinal plant gardens outside the park	Training to manage botanical gardens

No.	Action	WHO (joint or national)	Stakeholders / Champion	Timeframe	Success Indicators	Resources
<b>3. Educate and Communicate the Outstanding Universal Value of the Maloti-Drakensberg Park World Heritage Site local and around the world to grow understanding, widen appreciation, and drive responsible tourism.</b>						
<b>3.1. Branding</b>						
3.1.1	Collaboratively develop and agree brand identity (logo) and register the brand and its icons from misuse.	Joint	MTEC/LTDC & EKZNW KZNTA	Y1/Y2: Oct 2015 - Jan 2016	- Registered Brand - Brand Use Guidelines	- Human resources - Funding (catering, allowances, salaries, design studio fees, etc.)
3.1.2	Produce a Park identity document that can be used for support and funding	Joint	EKZNW & MTEC.	Y1/Y2: Oct 2015 - Jan 2016	Prospectus	- Human resources - Funding (catering, allowances, salaries, consultant fees etc.)
<b>3.2. Marketing and promotion</b>						
3.2.1	Formulate a marketing strategy and implementation plan to be in line with the MDP and UNESCO goals and objectives: Promoting OUV, history, culture and community benefits & Eco-cultural destination	Joint	EKZNW, MTEC and Private entities within the Park, tourism information centres	Y2: Feb 2016 - Feb 2021	- Market Strategy and plan - UNESCO endorsement - Increase occupancy levels / visitor numbers	- Human Resources for strategy development - Funding for promotion and campaign activities
3.2.2	Engage with the tourism sector responsible for managing information centres	Joint	LTDC, MTEC, KZNTA	Y1 - 10	- Number of information centres implementing the strategy - Increase occupancy levels / visitor numbers	- Human Resources - Funding for promotional material
3.2.3	Create an electronic gateway platform for private sector to sell their products within the MDP WHS (e.g. website; booking platform, smart phone app)	Joint	LTDC, MTEC, EKZNW, private entities, tourism information centres	Establish by Y2 Operate Y2 - Y10	- Website & booking platform operational - Smart phone app operational - Number of visits to	- Human Resources (cf. specific trainings for sellers) - Funding for website development and

					website/booking platform - Number of app downloads - Increase sales of products	promotional activities
<b>3.3. Communication</b>						
3.3.1	Develop communication plan/strategy and produce communication media to create awareness of the Park, its brand and its OUV (include truth about conditions e.g. “be careful, this is Africa, there are potholes”)	Joint	EKZNW, LTDC, MTEC	Y1: Plan developed Y2 - Y10: implementation	- Strategy and plan produced - Compliance with plan - Increased occupancy levels - Increased awareness of the park	- Funding for communication consultant (plan/strategy) - Internal human resources including communication officer - Funding for awareness campaigns
3.3.2	Create and enhance interpretation Centres in both countries / coordination of events	Joint: -Enhance: Lesotho -Create: South Africa	EKZNW, MTEC.	Y2: open Operate Y3 - 10	- Interpretation Centres: Sani pass; Giants Castle; - Statistics report	- Human resources - Trainings/equipment - Funding (Staff Allowances) (option from UNESCO) - Exhibiting material
3.3.3	Communicate the flow of benefits to stakeholders derived from sustainable tourism in the Park.	Joint	EKZNW, LTDC, MTEC	Y2 – Y10	- Meeting /forums - Electronic newsletter	- Funding for material - Human resources trained in ITC

No.	Action	WHO (joint or national)	Stakeholders / Champion	Timeframe	Success Indicators	Resources
<b>4. Develop world class products and experiences within the Maloti Drakensburg Park World Heritage site destination that are based upon the Outstanding Universal Value and local values.</b>						
<b>4.1. Development planning</b>						
4.1.1	Develop a development plan for all types of tourism product that will be developed that protects the MDP OUV	Joint	EKZNW, MTEC, National Department of Tourism / Amafa, LTDC, PSEDEP, N3TC, MDTP, A!kunta, Friend of MDP (NPC), Wildlands Conservation Trust, LHHA, SETA, FEDHASA, RT Foundation, Peace Park Foundation, Earthwatch, EDTEA	Y1	Development plan	Funding for consultant and consultation to draw up development plan
<b>4.2. Tourism product development</b>						
4.2.1	Needs analysis and market segmentation, and Willingness to Pay study	Joint	MTEC, EDTEA, EKZMW, MDPT / UNESCO, CCF, LTA, Universities	Y1 - 5 On-going	<ul style="list-style-type: none"> <li>- Market segmentation report</li> <li>- Needs analysis report</li> <li>- Database on needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Funding for studies and database development</li> <li>- External and internal Human Resources</li> </ul>
4.2.2	Attract and promote investment to address needs/market by producing investment portfolios/proposals.	Joint	LTDC, EDTEA, TREASURE, WWF / Wild lands Conservation Trust, PSC, GoL, Tourism Private sector, FEDHASA, Boundless Southern Africa	Y1 On-going	<ul style="list-style-type: none"> <li>- Investment portfolios produced for specified products</li> <li>- Tender process conducted</li> <li>- Number of concessions agreed</li> <li>- Value of investment realised</li> </ul>	<ul style="list-style-type: none"> <li>- Funding</li> <li>- Human Resources</li> </ul>

4.2.3	Facilitate and manage the development of appropriate responsible tourism products in the park that support the Park's OUV and UNESCO dictums.	Joint	EKZNW, MTEC / CCF, RT Foundation, N3TC, Wildlands Conservation Trust, Private entities within the Park, NGOs, UNESCO	Y1 - 10 On-going	<ul style="list-style-type: none"> <li>- Investment portfolios specifying responsible tourism products needed</li> <li>- Increased diversity and number of responsible tourism activities</li> <li>- Sustained Park's OUV</li> </ul>	<ul style="list-style-type: none"> <li>- Human resources</li> <li>- Funding (Staff Allowances)</li> </ul>
4.2.4	Develop cross border Pilgrimage Heritage Route.	Joint	EKZNW, MTEC / Friends of the MDP, DPW, MDTP, LTA, Amafa	Y1 - 10 10 years	<ul style="list-style-type: none"> <li>- Feasibility study and terms of reference for route</li> <li>- Established pilgrimage/ heritage route</li> <li>- Increase occupancy levels / visitor numbers</li> </ul>	<ul style="list-style-type: none"> <li>- Human resources for feasibility study</li> <li>- Funding (Staff Allowances, design and development of route)</li> </ul>
<b>4.3. Provide support infrastructure</b>						
4.3.1	Undertake/complete basic infrastructure requirement plans	Joint	EKZNW, MTEC, MDTP	Y1 – 2	Infrastructure needs report	Funding for infrastructure consultant
4.3.2	Ensure availability, maintenance and efficiency of infrastructure (e.g. access roads, electricity, communications)	Joint	EKZNW, MTEC Departments of Transport, Energy, Communications	Y1-10 On-going	Improved infrastructure, energy and water efficiency measures	<ul style="list-style-type: none"> <li>- Funding for maintenance</li> <li>- Human resources (maintenance)</li> <li>- Funding for equipment and materials</li> </ul>
4.3.3	Improve access to and within the destination (e.g. road access between Bushmens Neck and Sehlabathebe; border post; internal hiking trails)	Joint	EKZNW, MTEC, WWF, CCF, Home Affairs, DPW	Y1-10 years: Bushmans Nek – Sehlabathebe Y1-5 years: internal hiking trails	<ul style="list-style-type: none"> <li>- km of roads maintained</li> <li>- km hiking trails maintained</li> <li>- Increase visitor numbers</li> </ul>	Funding for infrastructure improvements

4.3.4	Feasibility study for physical gateway centre	South Africa	A!kunta	Y2	Feasibility study report	Funding for consultant
4.3.5	Improve basic infrastructure for the whole Park following the same standards as well as put signage to create identity of the units within the Park. (accommodation, access roads)	Joint	EKZNW, MTEC / Private entities within the Park.	Y5 - 10 years, on-going	<ul style="list-style-type: none"> <li>- Number of infrastructure facilities enhanced in line with infrastructure needs report (4.3.1)</li> <li>- Number of standardised signs installed</li> </ul>	Funding for infrastructure improvements and signage
<b>4.4. Ensure high product quality</b>						
4.4.1	Create and upgrade accommodation facilities (star graded)	Joint	EKZNW, MTEC / LTDC, Private partnerships with private sector, TGCSA	Y1-10 years on-going	<ul style="list-style-type: none"> <li>- Star graded facilities created</li> <li>- Increased revenue</li> <li>- Increase number of tourists to upmarket facilities</li> <li>- Value of increased investment</li> </ul>	Funding

## D. WAY FORWARD

Over the next few months the participants will be further finalizing the Tourism Strategy for the destination, to be formalized after the agreement on the final version which is expected to happen in mid-May 2016. The completion of the current draft strategy with the results of the final workshop will be led by the UNESCO Expert with the participants' contributions. Whereas the finalization of the Strategy itself will be developed holistically for the whole destination run by the Co-coordinators. A joint action working plan for the follow-up activities was created to guide the final development of the strategy. See below for the action plan.

**Aim:** To finalize the draft tourism strategy for the destination

<b>Finalising Strategy</b>	<b>Responsible/Lead</b>	<b>Timeframe</b>
<i>Revision of draft strategy:</i>		End November
1. Vision	Done	
2. Introduction	Paul Herwood (SA)	
3. Statistics	Ian Porter (SA); Ngheku Matolo (LSO)	Contributions to Anna Spenceley by 14 Nov 2015
4. OUV	Done	
5. SWOT analysis	Done	
6. Strategic Priorities	Done	
7. Strategic Actions	Done	
8. Stakeholders	Mabari Lebamang (LSO); Oscar Mthimkhulu (SA)	
9. Governance – (describe existing + options for future)	Oscar M./Peter Nyanyatsa	
10. Action planning	Done	
11. Way forward – paragraph (after draft)		
<i>Outreach and buy-in:</i>		End March 2016
- Internal consultation	EKZNW	
- Consultation with external stakeholders (private sector, communities, NGOs, other public sector, etc.)	MTEC	
- Revision of draft based on consultation	EKZNW MTEC	End April 2016
- Agreement on final version	EKZNW MDTE	Mid May 2016
- Signature		ASAP after agreement

## E. CONCLUSION

The workshop successfully brought together the two national groups to finalize the vision for Maloti-Drakensberg WHS Destination, to discuss on the site's logo; and, to review and complete the action planning started in the first and second phase of the project. Clear challenges and opportunities were highlighted. The participants identified that the tourism strategy should capture the need for the tourism sector to contribute to the conservation of the site as a whole destination. Besides, the drafting of the tourism strategy allowed the awareness of some stakeholders on the Destination concept. The workshop resulted in a draft strategy with a clear action planning for 2025 and a concise road map to finalise the strategy.

## F. ACKNOWLEDGMENTS

We would like to thank the State Parties of South Africa and Lesotho for participating in the project, in particular the participants for their active involvement and enthusiasm in working towards a tourism strategy. Further we would like to thank Ezemvelo KZN Wildlife and the Didima Resort for welcoming the participants and hosting the workshop in Cathedral Peak. Special acknowledgments to the UNESCO World Heritage Centre, the African World Heritage Fund, the UNESCO Multisectoral Regional office Harare and the UNESCO expert, Dr Anna Spenceley for providing coordination and resources for the project. Further we thank the financial contributors to this project, the Flanders Government and the IRIS Foundation for providing the much needed financial resources for the implementation of this project.



Participants during the Final workshop 05-06<sup>th</sup> November 2015, Cathedral peak, South Africa



## G. APPENDICES

### a. Daily programme

Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites		
<b>DAILY PROGRAMME</b>		
<b>Activity:</b> Final workshop		
<b>Venue:</b> Maloti Drakensburg Park World Heritage Site		
<b>Date:</b> 05-06th November 2015		
<b>DAY 1: Thursday 05 November</b>		
Venue: Didima Camp		
<b>SESSION 1: Opening and Reviewing</b>		
<i>Time</i>	<i>Item</i>	<i>Comments</i>
09:00-09:30	-Introductory remarks -Recap on the World Heritage and Sustainable tourism programme and the objective of the final workshop	UNESCO/AWHF Peter Debrine
09:30-10:00	- Presentation on progress (Lesotho)	Chairpersons
10:00-10:30	- Presentation on progress (South Africa)	
<b>Coffee/Tea break 10:30-11:00</b>		
<b>SESSION 2: Reviewing the draft strategy</b>		
11:00-13:00	- Presentation on reflections on the draft strategy	Anna Spenceley
	- Finalizing the vision for Maloti Drakensberg WHS Destination - Discussion	All participants
<b>Lunch 13:00-14:00</b>		
14:00-15:30	- Group work on the strategic actions: completing and prioritizing for the next 10 years	Group work
<b>Coffee/Tea break 15:30-16:00</b>		
16:00-17:00	- Presentation on group work results - Discussion	All participants
<b>DAY 2: Friday 06 November</b>		
<b>SESSION 3: Finalizing the action planning</b>		
09:00-10:30	- Group work on the action planning of the strategy - Discussion on the reviewed action planning	Group work
<b>Coffee/Tea break 10:30-11:00</b>		
11:00-13:00	- Finalizing the action planning of the strategy	All participants
<b>Lunch 13:00-14:00</b>		
<b>SESSION 4: Way forward and closing</b>		
14:00-15:30	- Discussion on the way forward, outreach and buy in	All participants
<b>Coffee/Tea break 15:30-16:00</b>		
15:30-16:00	- Discussion on the logo for Maloti-Drakensberg WHS Destination - Closing of the workshop, thanks words	All participants Peter Debrine Chairperson Director of Department of Tourism

## b. List of participants

Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites				
Activity: Final workshop				
Venue: Maloti-Drakensburg Park World Heritage Site				
Date: 05-06 November 2015				
NAME	AFFILIATION	COUNTRY	CONTACT DETAILS	
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17	Mr. Mpaiphele D. Maqutu	CEO of Lesotho Tourism Development Corporation	Lesotho	

<b>Coordination and Resource team</b>				
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22	Dr Anna Spenceley	UNESCO Expert IUCN World Commission on Protected Areas (WCPA) Tourism and Protected Areas Specialist Group	South Africa	annaspenceley@gmail.com