

Deliverable	Description of Task	Objective/ Role within the WHS Nomination Dossier	
Phase 1 - Inventory Phase			
1	Implementation Plan / Inception Report	Re-formatting of the tender proposal into an Implementation Plan/Inception Report with detailed cash-flow projections following discussions with Task Team and agreement to final scope of work and methodologies. Draw up comprehensive Implementation Plan in appropriate software programme (such as MS Project) to ensure sound project management and reporting mechanisms as well as the development of cash flow projections for financial management with the client. Investigations into opportunities for interns (particularly park planners) to be involved in the planning process with CCC. Budget(s) for these individual(s) will be raised separately with external donors as required.	Not Required within Dossier (Requirement of Tender)
2	Geological Inventory	Commission production of a Geological Assessment and Status Report. This will condense the vast amount of information in the geological literature into a finely judged, internationally based assessment of the scientific value of the larger site, with all "iconic type localities" identified, and with protection conditions prescribed for each. These values to be interpreted later so that they may be understood by all visitors, including learners, in a manner that excites interest and visitation. A section will be added detailing the peer review process undertaken with international specialists to be available to add to the Nomination Dossier if needed.	Nomination Dossier Define geological sites and scientific values
3	Biophysical Resource Inventory	Commission production of Biodiversity Conservation Assessment and Status Report. This will collate, summarise and map currently known biodiversity status, with emphasis on the features of the local Centre of Plant Endemism and the functioning of ecosystems. Other physical natural resources such as wildlife, scenery, waterways and wilderness will also be assessed along with their conservation status relative to main ecological threats and trends. These resources will be assessed from the perspective of providing the main attraction for visitors. Peer review process with international specialists will be detailed as for 2. above.	Nomination Dossier Define biodiversity assets for functional and tourism value
4	SA WHS Comparative Study Visits – Specialists/ Project Planners	Arrange a comparative WHS study visit for key project specialists and task team members to another SA WHS project to discuss and learn from prior experience, e.g. Vredefort Dome, Tsauka Crater, Cradle of Humankind. For purposes of budgeting, the Maluti-Drakensberg WHS has been identified, due to its similarities to the BMML (e.g. geological significance, cross-border issues and land claim issues).	Not part of the nomination dossier
5	SA Comparative Site Study Visits – BMML Community Representatives	Community perceptions of the WHS project are known to be diverse and generally poorly informed at present. To avoid misconceptions and tensions resulting from preconceived ideas and agendas and assumptions about project outcomes, informative study visits for community representatives to other SA World Heritage Sites (e.g. Isimangaliso) or similar responsible tourism projects will be of value. Here community stakeholders will see for themselves and have opportunities to freely question others to form their own views to contribute to the consultative process.	Not part of the nomination dossier
6	International WHS Comparative Study Visits & Conference Attendance	Identified Task Team members/representatives undertake a study tour to investigate management procedures used at similar established international geological WHS (e.g. Grand Canyon, USA) to learn valuable lessons for both the Nomination Dossier as well as the site's Management Plan. In addition, selected consortium members will attend one (1) international conference on WHS planning and/or management, during the course of the planning project. The actual conference to be attended is yet to be determined.	Not part of the nomination dossier
7	Cultural Historical Heritage Resource Inventory	Commission a Cultural/Historical Highlights Report of the region, identifying and evaluating sites, traditions, knowledge and perceptions of the area that are significant. This heritage inventory will include descriptions of artefacts and accounts of social, colonial and political history as well as aspects of living heritage of the region that have value for its inhabitants and its visitors and for posterity.	Nomination Dossier
8	Socio-Economic Baseline Study	A largely desktop Social and Economic survey that determines the demographics, living conditions, livelihoods, and employment and business activities in urban and rural communities in the region. Information will be derived from Census Statistics and validated economic data sources as well as IDP documents. It will provide a broad background against which; a) appropriate field visits can be planned for to collect specific data for communities in high impact areas (for completion in Phase 2) b) baseline measurements for the impact of the project and the achievement of its purpose of improving livelihoods for ongoing monitoring in future years (i.e. archival material); c) identifying focus areas for sustainable socio-economic development for local people (especially entrepreneurs) from around the WHS site and to integrate these projects into the WHS development programme. This may include a skills database, appropriate recruitment programme and SMME assistance programme. This study will also profile the relevant IDPs and determine suitable links.	Not for inclusion in Nomination Dossier
9	Communications and Reporting Schedule	Develop a comprehensive plan and schedule to ensure timely communications throughout the life of the project using customised project management tool (such as MS Project). Compile and maintain a stakeholder list to which regular communications about planning issues, background information and meetings will be provided. Commission the establishment of a BMML WHS website.	Not for inclusion in Nomination Dossier other than to refer to as an essential process
10	General Awareness, Communications and Media / PR material	Promote general awareness among all stakeholders as to the WHS project, with particular emphasis on Local Government structures, relevant District Municipalities, Swaziland authorities and related discussion forums and directly with local communities, rural and urban. Use communications to gather information as well as disseminate it. Produce a monthly progress report with an agreed format to all stakeholders including the Steering Committee and DEAT. This report to serve as the deliverable for the communications task. A key communication tool will be the BMML Website which will include progress reporting, information up-dates, dialog and graphics. Options for various communications may include: the newsletter; column in local newspapers; kiosk in town; 'WHS in progress' poster at the museum; web based communications etc.	Not for inclusion in Nomination Dossier other than to refer to as an essential process
11	Technical / Steering Committee Meetings	Monthly reporting to the Technical Committee/Project Steering Committee, including AV presentations. These monthly meetings to have formal agendas and minutes with all decision making responsibilities clearly identified. Meeting minutes to serve as the deliverables for this task.	Not for inclusion in Nomination Dossier

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Phase 2 - Spatial Planning			
12	Land Tenure/Legal Status Report - all land units of the WHS (incl legal opinion on status of Protected Areas)	Establish and/or verify the legal status of all land units involved and negotiate with relevant authorities for full co-operation and support for the WHS outcome and the planning process. Engage with the relevant authorities to address conflict-of-interest situations such as land claims and unsustainable land uses. There will be a focus on the protection status of areas currently outside existing Protected Areas, including developing relations with the Swaziland authorities to assist in the delineation of site boundaries and identifying additional stakeholders.	Key authentication component of Nomination Dossier
13	Annotated Table of Contents for the ICDMP	Obtain consensus on a Management Plan format (ICMDP) acceptable to all land owners and main stakeholders. This via a workshop process aimed at clarifying values and goals for the management and development of the site and its surroundings. The workshop may need to conduct a SWOT or impact analysis looking in particular at the opportunities and threats posed by various issues, such as: Conflicts of interest such as land claims, mining, livestock grazing; Plantation forestry and alien invader plants; Unsustainable resource harvesting; Erosion, deposition, pollution etc, from development and mining.	Outline and origin of the ICDMP for inclusion as Annex to Nomination Dossier
14	Zoning Plan with Land Use Guidelines	Obtain and commission basic maps of the area and source all relevant data, inventories, applicable legislation and planning reports. Consolidate into a GIS and database format for use in the WHS establishment and marketing processes. Recognise need for long term information and data management for the project and for the implementation/management phases afterwards. The Zoning Plan is a conceptual spatial plan guided by landscape characteristics to help deal with the impacts of management and development on the ecological and social environment. It allows for the realization of potential whilst at the same time providing protection of sensitive resources and elements. It provides for various levels of protection, access control for visitors and researchers and options for management & monitoring. It maps and presents spatial information, including data-base "layers" within a GIS mapping format. The Zoning Plan will guide visitor use and activities and therefore development options per zone. Zonation seeks to optimize use of the area, separate incompatible uses and helps to define boundaries and buffer zones. Land-use guidelines will flow from the Zoning Plan to guide the decisions involved in managing resources and visitors and the resultant development required for economically viable uses of the area. These land use guidelines will be a key component of the ICDMP.	Key component of the ICDMP and Nomination Dossier
15	Common Infrastructure Development and Implementation Plan	Plan physical developments required for all aspects of management and use of the site such as roads, tracks, firebreaks, fences, gates, trails & signage. As these are common assets that are a pre-requisite for entrepreneurial economic development they are the first component of any development and may be fast-tracked into an implementation phase before other planning is completed.	Nomination Dossier
16	Tourism Development Plan	Commission a review of earlier Regional Tourism Development Plans with the aim of developing a WHS Tourism Strategy. This serves to guide tourism development and protect and enhance the natural resources that attract visitors in the first place. Private land owners already implementing tourism development activities will be accommodated and advised of WHS conforming principles. Liaise with IUCN responsible Tourism office in Pretoria. Develop a broad scale WHS tourism marketing approach, to guide product owners and establish a "Destination Brand". Conduct similar awareness (marketing) activities among tourism stakeholders following the training and mentoring of local extension assistants who will also assist with translation requirements. This will seek to generate interest and ideas as to future tourism products and innovative activities in the area, thus contributing to a Sustainable Tourism Strategy.	Nomination Dossier
17	Conservation Management Plan (ICMDP; wildlife habitats and non-living resources)	Produce an outline Environmental Management Plan dealing with wildlife populations, vegetation, fire and water. List applicable policies such as Management by Objectives, Minimum Intervention, Protection and Policing. Include research and monitoring priorities and how protection and access to geological, cultural and historic sites will be managed. Should sustainable harvesting be permitted this will be dealt with.	Nomination Dossier

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Phase 3 - Integration and Compilation of Nomination Dossier			
18	WHS Interpretative and Educational Strategy	Produce interpretative material that will be suited for visitors as well as staff (for capacity building). This may be extended to an educational outreach programme to teachers and schools depending on finances and other forms of support. An extension of this educational component will be to investigate the potential for field museums or interpretative centres in high traffic areas. The potential exists for a vehicle based geo-trail along the Bulembu road which has been partly developed by the Barberton Branch of GSSA. Educational stakeholders will be engaged to help prioritise interpretative material to align with various teaching curricula.	Nomination Dossier
19	Recommendations for Administration, Governance and Institutional Control (including a legal opinion on final plan)	Multiple stakeholders within the WHS will have diverse views on both the management and use of the area. Controls will need to be balanced by the strong need to promote and rapidly develop the area so that benefits are real and not deferred unreasonably. Recommendations will be offered as to the governance arrangement best suited to the WHS. This issue could be either a major stumbling block or virtually a non-event. An appropriate staff structure and organogram will be developed. Any new areas indicated via the planning process will be incorporated by means of various contractual or stewardship arrangements that both National and Provincial legislation allow for. If there are reasons why this is not the preferred route then the matter of deciding what institutional authority will fulfill this role will have to be tackled. This will only be done with the concurrence of the highest authority in the Provincial Government or Cabinet.	Nomination Dossier
20	Training Needs Analysis	By comparing the employment potential of the WHS against the Socio-Economic Baseline Study, produce a training needs analysis to develop the skills and understanding required to staff the WHS. Such an analysis will inform a capacity-building and up-skilling programme to provide for the anticipated administrative, management, research and tourism functions as well as for the entrepreneurial skills to produce the tourism products and services required by visitors and the attendant tourism industry. Once markets for products are identified development of SMMEs to produce tourism crafts and other products will form part of this capacity building component.	Nomination Dossier
21	Archival Database	Spatial and other documents will be compiled into an electronic database or archive for transfer to the WHS Management Authority. This will provide comprehensive information sufficient for ongoing management, record-keeping and reporting purposes. A 'database PC' with GIS database generated through the life of the project will be handed over to the Management Authority at the end of the project.	For use in implementation and management of WHS
22	Nomination Dossier	All the above tasks and deliverables will contribute to the Nomination Dossier, which will be compiled in draft as various tasks are completed. The dossier format ensures completeness of all tasks and some degree of simultaneous compilation. A few tasks, such as the comparative analysis with other sites, will be carried out specifically for inclusion here. In addition, the Dossier will be condensed and re-worked to provide a marketing tool for the BMML WHS facilitated by professional design consultants.	Nomination Dossier