

INCEPTION REPORT

TECHNICAL SUPPORT FOR THE PLANNING AND DEVELOPMENT OF THE BARBERTON/MAKHONJWA MOUNTAINLAND WORLD HERITAGE SITE - BMML WHS Project

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CONTENTS

1. PROJECT OUTLINE	4
Introduction	4
2. PROJECT MANAGEMENT	6
Management Mechanisms	6
Emphasis on Participatory Processes in Planning	6
Project Funding	9
3. WHS NOMINATION DOSSIER	10
WHS Nomination Dossier – UNESCO Requirements.....	10
Preliminary Implementation Plan – WHS Nomination Dossier.....	10
Potential Pitfalls and Sensitive Issues.....	11
APPENDIX A	
Format for the Nomination of Properties for Inscription on the World Heritage List and the Envisaged Scope of Work for the BMML Nomination Document.....	21

List of Figures and Tables

- Figure 1: BMML WHS Project – Proposed Project Management Structure
- Figure 2: Summary of Key Tasks and Deliverables Per Phase
- Figure 3: Envisaged Timeline for BMML WHS Project
- Figure 4: Envisaged Cash Flow for BMML WHS Project

- Table 1: Overview of Implementation Plan for BMML WHS Project



1. PROJECT OUTLINE

Introduction

The purpose of this document is to present the consortium's Inception Report (derived from the consortium's tender document in terms of Bid Number: 4/2008) outlining the consultancy services to be undertaken for the Barberton/Makhonjwa Mountain Lands (BMML) World Heritage Site (WHS) (the BMML WHS Project) application for World Heritage status. The consultancy services offered will deliver the requisite complete and comprehensive WHS Nomination Dossier in respect of a successful application for World Heritage status for the BMML WHS Project.

The document presents the consortium's in-depth understanding of the nature and complexity of the task taking cognizance of the Terms of Reference provided by the Task Team and Umjindi Municipality on Monday 18th February 2008, the Consortium's experience and knowledge of the requirements of a WHS nomination listing process and of the BMML WHS Project area specifically, as well as inputs received in several post-tender submission meetings with the Task Team. The document attempts to comprehensively list and describe the envisaged deliverables that will contribute to the final WHS Nomination Dossier. These deliverables include the necessary documents and plans as well as the critical consultative processes and transactions with all key government and non-government stakeholders' at all geographical levels. These "process deliverables" further aim to gain broad community and other private sector buy-in, awareness and support for the WHS Nomination inclusive of its overall purpose, that of broad-based and sustainable socio-economic development and poverty relief for the community within the spectrum of the BMML WHS Project.

The consulting consortium was established specifically for the WHS nomination task and incorporates a range of expertise and experience. The key consortium members¹ are as follows:

Tony Ferrar (Project Leader)	– Consulting Ecologist, Park Planner and Eco-tourism Development Specialist.
Sue Brandt (Project Manager)	– Social and Economic Development Consultant
Dr Dion Brandt	– Consulting Geologist
Dr Marc Stalmans	– Consulting Ecologist and Local Biodiversity and Wildlife and Habitat Management Specialist.
Anthony Emery	– Consulting Conservation Biologist and GIS Specialist

In addition to the consortium expertise a range of external specialists will be utilised at various points in the Nomination Dossier process. Consortium members have, through their previous work in the BMML WHS Project, extensive access to a range of internationally renowned specialists, particularly in the geological and bio-diversity fields. Additional expertise in the tourism, legal, interpretative cultural and training fields will be obtained as required. These and other specialized technical skills or local knowledge are known or will become known to the service provider.

Whilst the tender submission (Version 2) of June 2008 has provided the consortium's estimates of the costs and timeframe required to complete the work, in some instances, these are not precise due to the complexity of the task and the predominance of the transactional processes

¹ For further detail refer to the Tender Document. Full CVs of all team members are available on request for further reference.



involved. The plethora of stakeholders involved in such a process in conjunction with political and culturally sensitive issues, such as land claims, denotes a highly complex and sensitive communication and consultation programme which is practically impossible to budget for in respect of hours required and associated disbursement costs. These communication and transactional processes tend to attract additional complexity and add-on tasks which have the potential to prolong such planning procedures. Although an overall deadline is set and will be respected as far as possible, there are likely to be factors outside the control of this project that determine its overall progress in respect of internal and/or interim target dates.

The point of departure for this Inception Report is that, at the request of the South African Government (DEAT), all the proclaimed Nature Reserves in the Barberton/Makhonjwa Mountain Land region have been declared, by UNESCO, as a potential World Heritage Site on the South African Tentative List (as at March 2008). This affords these designated areas nominal protection in terms of South Africa's World Heritage Convention Act (No 49 of 1999) until such time as the planning tasks are completed that will allow the Nomination Dossier to be evaluated for full WHS Inscription by UNESCO. The purpose of this Inception Report is to describe how the necessary planning work will be done and the required documents and approvals will be completed and obtained to achieve a successful World Heritage Site Inscription.

The process thus far has been supported by a broad cross-section of relevant government and other agencies at the local, provincial and national level including the following:

- Mpumalanga Office of the Premier
- Department of Environmental Affairs and Tourism (DEAT)
- National Heritage Council (NHC)
- Mpumalanga Department of Culture, Sport and Recreation (DCSR)
- Mpumalanga Tourism and Parks Agency (MTPA)
- South African Heritage Resources Agency (SAHRA)
- Umjindi (Barberton) Local Municipality (ULM)
- Albert Luthuli (Carolina/Badplaas) Local Municipality (ALM)
- Barberton Community Tourism (BCT)
- Geological Society of South Africa (GSSA)
- South African Institute of Mining and Metallurgy
- Academic geologists from Research Institutions and Universities
- Landowners in affected Nature Reserves (Nkomazi & Mountainlands)

The project has been identified by the Office of The Premier as a component of its "Heritage, Greening Mpumalanga and Tourism Flagship Project" with a Chief Executive and Project Management Unit (PMU) established in June 2008. It is listed in the ULM Integrated Development Plan (IDP) and is currently being actively supported both by the Executive Mayor and his staff. The BMML WHS Project fits within the conservation objectives of the ULM Spatial Development Framework.



2. PROJECT MANAGEMENT

Management Mechanisms

The Project will be managed by Concession Creek Consulting (CCC) with the near full time involvement of the Project Leader who will provide the necessary leadership and the physical coordination of other specialists and contributors. The project leader will be provided with administrative backup by CCC, working initially from their existing office facilities or from home-based locations in Barberton. CCC and the Project Leader will be responsible for the contributions emanating from specialists within the partner companies within the consortium. All invoicing and payments will be made through CCC.

The Project Leader and CCC will jointly and separately be accountable to a Project Steering Committee (PSC) (or equivalent) that is expected to be created out of the existing Task Team. This PSC will act as “the Client” in respect of the project’s roll-out. The Client and the source of funding are at present one and the same. This may change when new funding is sourced but the Project Leadership will remain accountable to whatever agency replaces the initial arrangement.

The consortium envisages a project management and communication structure similar to that as indicated in Figure 1 below. It is possible that this structure and the mechanisms involved evolve during the life of the project in light of the fluidity and nature of the BMML WHS Project as previously indicated. However regardless of the proximate management mechanisms that are in place, the project will report routinely to all key institutional stakeholders as listed in Section 1 above, as well as to the SAWHCC.

Emphasis on Participatory Processes in Planning

The WHS planning process (Phase 2) and the production of the ICMDP (Phase 3) which is part of the Nomination Dossier will be conducted simultaneously. Much of the information assembled and the analyses produced will be used in both. But as much as information is required for planning an equal requirement is for Planning as a Participatory Process. This is particularly the case in areas that are under communal or traditional ownership outside of the recognized Nature Reserves. This proviso also applies to areas within Nature Reserves that are subject to unresolved land claims.

In addition to these anticipated hot spots, each of which will require in-depth, clear and sensitively conducted negotiations, there is the matter of the general population of Umjindi and Albert Luthuli Municipalities, all of whom it is hoped this initiative will benefit. Very broad based support must be obtained through an energetic and intensive publicity programme. This will need to be carried out using all means of communication from formal discussion forums, imbizos, press releases, pamphlets and electronic media information (web site) and discussion campaigns.

Communication orientated activities that are examples of Participatory Planning Processes include:

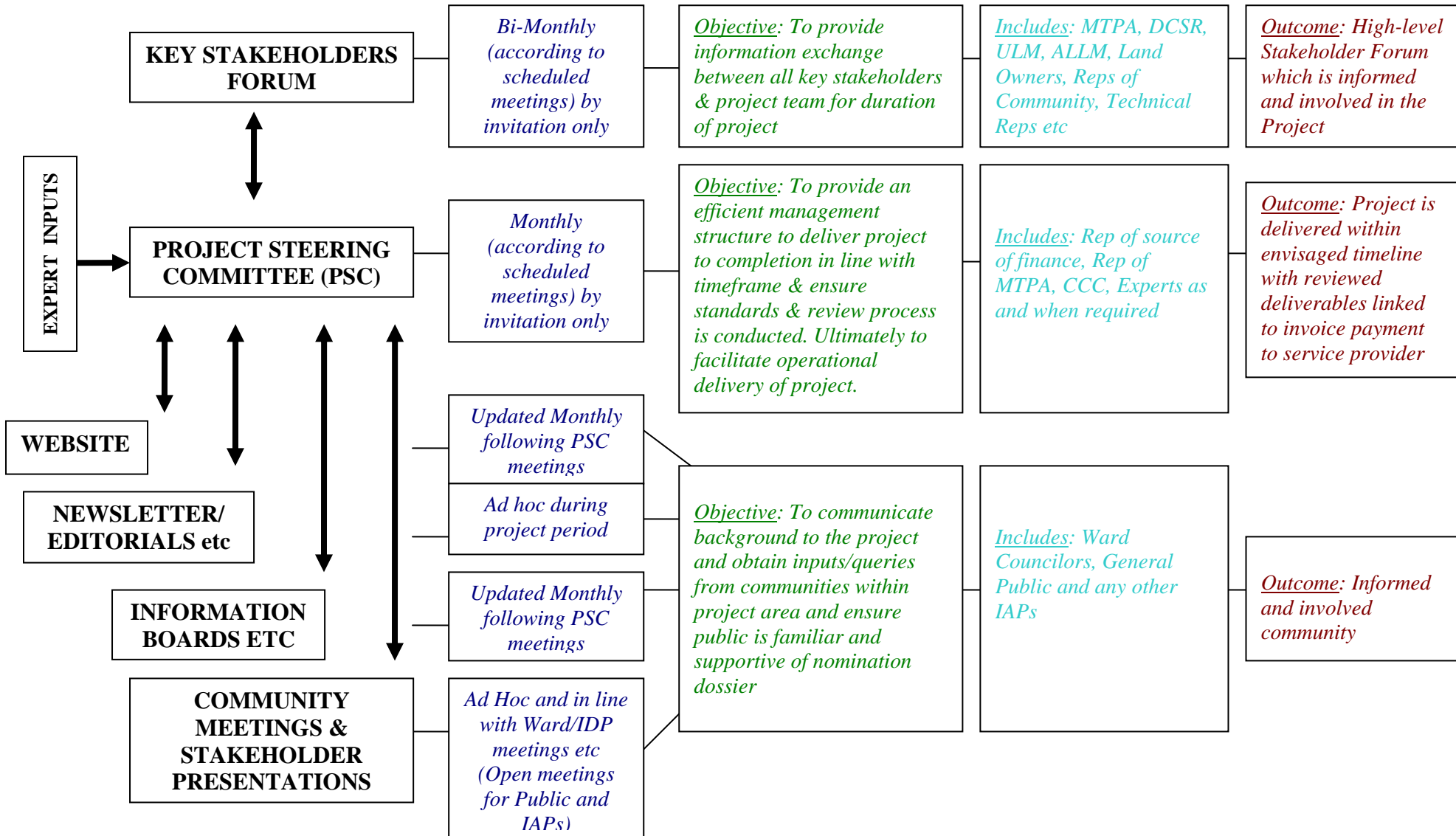
- Conducting planning discussions and workshops with stakeholders at all levels (local community to National Government) to incorporate management and development ideas into the ICMDP. Publicize and discuss plans at such meetings and invite comment.



- Consultations and negotiations with all private and communal landowners concerning the necessary stewardship arrangements/contracts. These arrangements will have to provide for the protection and access conditions necessary for World Heritage status. It is worth noting that these negotiations will involve several Government agencies, four (4) or five (5) private or corporate land owners and at least two (2) established community associations. Serious and confrontational conflicts of interest are known to exist, such as with those representing land claimants, although such situations may also be viewed as conservation opportunities through communal ownership. This will not be a simple or predictable task.
- Where communal land is concerned, work through legitimate institutional structures (as identified through the Socio-Economic Base Line Study) to fully consult with communal stakeholders on the issues involved in managing their land for heritage and tourism purposes (costs & benefits). Follow this will be a process of negotiating and communicating the terms of any heritage stewardship contract with all stakeholders to achieve satisfactory contractual arrangements. This will in particular concern the communities living within Songimvelo, those established on its periphery (Tjakastad, Mbejeka, Ekulundeni and Shyalongubo Dam) and those in the Badplaas-Elukwatini area, Sheba Mine and Lomshiyo.



FIGURE 1: BMML WHS PROJECT – PROPOSED PROJECT MANAGEMENT STRUCTURE



CONSORTIUM MEMBERS: Concession Creek Consulting, International Conservation Services, Emross Consulting



Project Funding

The Barberton Makhonjwa Mountain Land was recognised by geologists for its World Heritage potential about ten (10) years ago. It was confirmed on South Africa's World Heritage Tentative List by UNESCO in June 2008. The initiative to achieve full World Heritage Site (WHS) status is one (1) of the Mpumalanga Provincial Government's Flagship Projects, led and funded via the Department of Culture Sport and Recreation (DSCR). It is widely supported by local municipalities, other provincial and national organisations, together with NGOs and scientific organisations. Seed funding was supplied in 2007 by the National Heritage Council.

To achieve WHS status, a four-way cooperative agreement was drawn up between Umjindi and Albert Luthuli Local Municipalities, and DCST and MTPA (Mpumalanga Tourism and Park Agency). Together, these agencies managed an open tendering process that resulted in the award of the land-use-planning task and drafting of the WHS Nomination Dossier. This was awarded to local consortium under the management of the firm, Concession Creek Consulting of Barberton. Whilst the funds for the full scope of work for the compilation of the Nomination Dossier have been identified through the DCSR, opportunities for supplementing these funds may be required. Not only will additional funds potentially expand the deliverables and scope for the project, but facilitate opportunity for establishing long term sustainable partners for the BMML WHS Project.

The consortium is aware of additional potential sources of funds for a sustainable development project such as this. Besides the state agencies mentioned above, such sources include the Development Bank of Southern Africa (DBSA) - previously involved in funding related projects in the region) and UNESCO. The latter routinely supports WHS planning processes and the capacity building associated with planning and management. In addition and of value for local commitment, there are links to the local Integrated Development Plans (IDPs) for the two (2) Local Municipalities (Umjindi and Albert Luthuli) as well as the District Municipality (Ehlanzeni). These will be critical to integrating the future WHS into these socio-economic development plans over the next few years. They will also be useful for local communities, via access to jobs, training and development of local Small, Medium and Micro Enterprises (SMMEs). Linked to this will be local businesses that may support identified IDP projects, particularly the mining companies that are bound under their Social and Labour Plans to work hand in hand with the local IDPs. Mining and other industrial players may also be a source of funds for training and mentoring of local individuals to become more involved in the ownership and/or management of the project. The consortium has the experience and credibility to approach any or all of these sources of support as and when appropriate.



3. WHS NOMINATION DOSSIER

WHS Nomination Dossier – UNESCO Requirements

The task, as stated in the opening paragraph, is to deliver a complete and successful WHS Nomination Dossier. The Dossier, in the UNESCO prescribed format, must integrate the outcomes of all of the processes undertaken and the documents produced during the lengthy planning process. The body of the text summarizes the main elements of the work, spelling out all executive statements and decisions involved. Background documents and other, more detailed sections such as the Integrated Conservation Management and Development Plan, summarized or in full, may be attached as Annexes. We have outlined the requirements as per the UNESCO guidelines in Appendix A and indicated therein how the various aspects of the planning work to be conducted within the requisite scope of work fits into these requirements.

There are also procedures outside of this planning project that need to be taken into account when the overall time line is considered. Once completed in final draft (expected to be completed within an eighteen (18) month period), the Nomination Dossier will first be presented to the SAWHCC for approval. Once approved, and edited if necessary, the final version of the Dossier is forwarded by the Department of Environmental Affairs and Tourism (DEAT) for their review prior to their submitting the document to UNESCO's World Heritage Committee for final adjudication and subsequent inscription. Both of these processes take time, and furthermore, each submission is subject to a queuing and prioritization procedure, set mainly by UNESCO. These processes could together, or even separately, take up to a year or more to complete. When requested, UNESCO will, when it can, provide ongoing liaison and technical support, as well as indications of how long these processes are likely to take. The processes beyond submission of the Nomination Dossier to DEAT are not included in the mandate or the timeframe of this project.

Preliminary Implementation Plan – WHS Nomination Dossier

A key requirement in the Terms of Reference is for the tender submission for the project to function as a Project Implementation Plan for the process of achieving WHS status. This section lists and describes the activities, processes and expertise needed to present the required information and interact with all relevant stakeholders. These products and activities are sequenced as far as possible and set into a time-frame, with phases and budgets and other resource requirements for each. In effect this will be an Action Plan to achieve the UNESCO (World Heritage) recognition via the prescribed WHS Nomination Dossier.

Figure 2 presents an outline of the key tasks and deliverables in the process of planning for and compiling the WHS Nomination Dossier. Table 1 presents the Action Plan in a comprehensive and easy-to-read format. In addition, Figure 3 presents the envisaged timeline for the project roll-out in respect of the key tasks and deliverables. As indicated we intend to complete well before the 2010 deadline if possible. As indicated in the introduction this deadline may prove challenging. Figure 4 presents the envisaged cash flow for the project during the eighteen (18) month period. It should be noted that this is an estimated cash flow and may alter during the course of the project due to the range of variables likely to be faced as previously indicated.

As required by the Terms of Reference for the tender submission, the project plan has been captured within an MS Project format. A summary of this or a comprehensive version is available



on request to the PSC and will be referred to during the course of the regular project progress meetings during the life of the project.

Phase 1, INVENTORY TASKS

This phase describes, quantifies and maps the key elements of the WHS. These include the geological, biophysical, historical, cultural, socio-economic and political drivers within the BMML WHS Project environment. These inventories will also assess the vulnerabilities, threats and opportunities within each element in order to determine optimum land and resource use programmes. These will in Phase 2 be articulated in management plans that facilitate sustainability in environmental and social development of the BMML WHS Project's natural assets. Critical to the successful community-wide buy-in to the project is an effective communication programme that both informs stakeholders and listens to their views and concerns. All spatial data will be GIS-based to facilitate planning, integration and dissemination.

Phase 2, SPATIAL PLANNING

This phase collates, analyses and maps the spatial distribution of the attributes identified in Phase 1 into a number of sub-plans. The framework for the integration of these sub-plans is referred to as the Zoning Plan based in part on landscape characteristics and in part on tourism development and land management principles. These second phase elements are combined into the Integrated Conservation Management and Development Plan (ICMDP) which guides and organizes all protection and utilization activities within the site. In effect, this is the Protected Area Management Plan. It is developed through consultation with all landowners and other interested parties. The Plan summarizes the background, history and perceptions of the landscape from the perspective of diverse interest groups and interprets them as landscape values to be protected and made accessible to the public. Critical aspects such as land tenure and administrative and governance issues will also be dealt with.

Phase 3, INTEGRATION AND FINALISATION OF WHC NOMINATION DOSSIER

This final phase integrates all ideas and information obtained from the assessments, maps and social processes and incorporates them into the draft WHC Nomination Dossier. This follows the required format of the UNESCO Operational Guidelines for the Implementation of the World Heritage Convention. Additional matters integrated here include the interpretative and educational aspects of managing the site both for staff and visitors (commercial and educational) and an assessment of the training needs of workers on the site, reflecting the capacity building requirements of both the public and private sector operations in the functioning World Heritage Site. All these and the necessary comparative analysis of the site's Outstanding Universal Values are incorporated into the final Nomination Dossier and its Annexes.

Potential Pitfalls and Sensitive Issues

We envisage a number of potential pitfalls and sensitive issues given the nature and complexity of the project, the variety of stakeholders involved, particularly set against a backdrop of a developing economy faced with significant levels of unemployment and limited livelihood securities in many communities. As such the consortium have noted the following main vulnerabilities and threats to the natural resources or values of the area, which will need to be taken into cognizance throughout the project. These issues include:

- Legal status of land and land ownership;
- Boundary demarcation and effectiveness of protection;
- Entry and access control and rights of way (including through routes i.e. Bulembu Rd.);
- Land claims and other conflicts of interest for resource use;
- Legality of certain activities, including informal mining and livestock ownership;
- Plantation forestry and its impact on hydrology and biodiversity;

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- Alien invader plants;
- Unsustainable natural resource use, e.g. plant harvesting, commercial theft, muthi/traditional medicine use;
- Gully erosion and deposition from roads and mining waste, including pollution;
- Mining impacts, both surface and underground, including on hydrology;
- Pressure from agriculture and the need for food production.

However it should be highlighted that the land restitution process in the Songimvelo and Badplaas areas noted above, should not only be seen as a threat. These current scenarios also offer real potential for broadening ownership and instilling a sense of responsibility for the appropriate protection and management of the land in order to realize its full potential within the WHS context.



FIGURE 2: SUMMARY OF KEY TASKS AND DELIVERABLES PER PHASE

**Phase 1 –
Inventory &
Evaluation Tasks
2009/2010**

- Compilation of Specialist Reports:**
1. Inception Report
 2. Geological Inventory
 3. Biophysical Resource Inventory
 4. Comparative Study Visit #1
 5. Comparative Study Visit #2
 6. International Study Visit
 7. Cultural-Historical Heritage Resource Inventory
 8. Socio-Economic Baseline Study
 9. Communications and Reporting Schedule



**Phase 2 –
Spatial Planning
2009/2010**

- Spatial Planning**
12. Land Tenure/ Legal Status Report on all essential parts of the WHS
 13. Table of Contents for the ICMDP
 14. Zoning Plan with Land Use Guidelines
 15. Infrastructure Development and Implementation Plan
 16. Tourism Development Plan
 17. Conservation Management Plan (wildlife habitats and non-living resources)



**Phase 3 –
Integration for Sustainability
via the Nomination Dossier
2009/2010**

- Compilation of Specialist Reports:**
18. Develop and implement a WHS Interpretative and Education Strategy
 19. Recommendations for Administration, Governance and Institutional Control
 20. Training Needs Analysis and SMME Development Plan
 21. Archival Database
 22. Compile Nomination Dossier and Exit Report

10. / 11. Participatory Planning and Communication – Emphasis will be placed on continuous Communication, reporting and consultative procedures throughout the project



TABLE 1: OVERVIEW OF IMPLEMENTATION PLAN FOR BMML WHS PROJECT

Deliverable		Description of Task	Objective/ Role within the WHS Nomination Dossier	Consultant(s) Responsible	Approximate Timeframe to Complete (Months)
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)	Tony Ferrar & Sue Brandt	1
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	Dr Dion Brandt & External Specialists	3
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	Dr Marc Stalmans, Anthony Emery, Tony Ferrar	2
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, Tswaing 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	Tony Ferrar & Sue Brandt or Dion Brandt	To be conducted within first 6 months
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	Tony Ferrar & Sue Brandt	To be conducted within first 6 months
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	Tony Ferrar and appropriate Consortium Members to be determined	To be conducted within first 12 months
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	External specialists	2

CONSORTIUM MEMBERS: Concession Creek Consulting, International Conservation Services, Emross Consulting



Deliverable	Description of Task	Objective/ Role within the WHS Nomination Dossier	Consultant(s) Responsible	Approximate Timeframe to Complete (Months)	
Phase 1 - Inventory Phase					
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	Sue Brandt	3
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 is as an essential process	Tony Ferrar & Sue Brandt	2
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 is as an essential process	Tony Ferrar & Sue Brandt	18
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	Tony Ferrar, Sue Brandt or appointed representatives	18

CONSORTIUM MEMBERS: Concession Creek Consulting, International Conservation Services, Emross Consulting



Deliverable		Description of Task	Objective/ Role within the WHS Nomination Dossier	Consultant(s) Responsible	Approximate Timeframe to Complete (Months)
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	Tony Ferrar	6
13	Annotated Table of Contents for the ICM DP	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	Tony Ferrar and Dr Marc Stalmans	1
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 ICM DP.	Key component of the ICM DP and Nomination Dossier	Anthony Emery with Dr Marc Stalmans and Tony Ferrar	4
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	Tony Ferrar and Anthony Emery	2

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Deliverable		Description of Task	Objective/ Role within the WHS Nomination Dossier	Consultant(s) Responsible	Approximate Timeframe to Complete (Months)
Phase 2 - Spatial Planning					
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	Tony Ferrar and external Tourism analysts	3
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	Dr Marc Stalmans and Tony Ferrar with other specialists as necessary	5

CONSORTIUM MEMBERS: Concession Creek Consulting, International Conservation Services, Emross Consulting



Deliverable		Description of Task	Objective/ Role within the WHS Nomination Dossier	Consultant(s) Responsible	Approximate Timeframe to Complete (Months)
Phase 3 - Integration and Completion 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	Tony Ferrar and Dr Dion Brandt and external specialists	3
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	Tony Ferrar & External institutional and legal/contractual specialists	1
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	Tony Ferrar & Sue Brandt	2
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	Anthony Emery with External Specialist	18
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	Tony Ferrar & Sue Brandt and Complete Team	18

CONSORTIUM MEMBERS: Concession Creek Consulting, International Conservation Services, Emross Consulting



FIGURE 3: ENVISAGED TIMELINE FOR BMML WHS PROJECT

Deliverable		2009										2010								
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Phase 1 - Inventory Phase																				
1	Implementation Plan / Inception Report	█																		
2	Geological Inventory		█	█	█															
3	Biophysical Resource Inventory	█	█																	
4	SA WHS Comparative Study Visits – Specialists/ Project Planners	█	█	█	█	█														
5	SA Comparative Site Study Visits – BMML Community Representatives	█	█	█	█	█														
6	International WHS Comparative Study Visits & Conference Attendance	█	█	█	█	█	█	█	█	█	█	█	█	█						
7	Cultural Historical Heritage Resource Inventory	█	█																	
8	Socio-Economic Baseline Study		█	█	█															
9	Communications and Reporting Schedule		█	█																
10	General Awareness, Communications and Media / PR material	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
11	Technical / Steering Committee Meetings	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
Phase 2 - Spatial Planning																				
12	Land Tenure/Legal Status Report - all land units of the WHS (incl legal opinion on status of Protected Areas)			█	█	█	█	█	█	█										
13	Annotated Table of Contents for the ICM DP						█													
14	Zoning Plan with Land Use Guidelines				█	█	█	█												
15	Common Infrastructure Development and Implementation Plan								█	█										
16	Tourism Development Plan									█	█	█								
17	Conservation Management Plan (ICMDP; wildlife habitats and non-living resources)						█	█	█	█	█									
Phase 3 - Integration and Completion of Nomination Dossier																				
18	WHS Interpretative and Educational Strategy													█	█	█				
19	Recommendations for Administration, Governance and Institutional Control (including a legal opinion on final plan)													█						
20	Training Needs Analysis													█	█					
21	Archival Database	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
22	Nomination Dossier	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	

CONSORTIUM MEMBERS: Concession Creek Consulting, International Conservation Services, Emross Consulting



FIGURE 4: ENVISAGED CASH FLOW FOR BMML WHS PROJECT²

Deliverable	2009										2010							
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Phase 1 - Inventory Phase																		
1 Implementation Plan / Inception Report	R 96,706.09																	
2 Geological Inventory		R 55,985.20	R 55,985.20	R 55,985.20														
3 Biophysical Resource Inventory	R 62,706.90	R 62,706.90																
4 SA WHS Comparative Study Visits – Specialists/ Project Planners	R 18,607.40	R 18,607.40	R 18,607.40	R 18,607.40	R 18,607.40	R 18,607.40												
5 SA Comparative Site Study Visits – BMML Community Representatives	R 24,887.55	R 24,887.55	R 24,887.55	R 24,887.55	R 24,887.55	R 24,887.55												
6 International WHS Comparative Study Visits & Conference Attendance	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28	R 11,998.28						
7 Cultural Historical Heritage Resource Inventory	R 49,913.12	R 49,913.12																
8 Socio-Economic Baseline Study		R 40,212.53	R 40,212.53	R 40,212.53														
9 Communications and Reporting Schedule		R 46,965.12	R 46,965.12															
10 General Awareness, Communications and Media / PR material	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20	R 28,848.20
11 Technical / Steering Committee Meetings	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64	R 19,389.64
Phase 2 - Spatial Planning																		
12 Land Tenure/Legal Status Report - all land units of the WHS (incl legal opinion on status of Protected Areas)			R 42,066.90	R 42,066.90	R 42,066.90	R 42,066.90	R 42,066.90	R 42,066.90										
13 Annotated Table of Contents for the ICM DP						R 46,639.91												
14 Zoning Plan with Land Use Guidelines				R 31,268.33	R 31,268.33	R 31,268.33	R 31,268.33											
15 Common Infrastructure Development and Implemetnation Plan								R 28,155.85	R 28,155.85									
16 Tourism Development Plan								R 51,647.92	R 51,647.92	R 51,647.92								
17 Conservation Management Plan (ICM DP; wildlife habitats and non-living resources)						R 31,040.85	R 31,040.85	R 31,040.85	R 31,040.85	R 31,040.85								
Phase 3 - Integration and Completion of Nomination Dossier																		
18 WHS Interpretative and Educational Strategy													R 32,695.56	R 32,695.56	R 32,695.56			
19 Recommendations for Administration, Governance and Institutional Control (including a legal opinion on final plan)											R 126,143.13							
20 Training Needs Analysis												R 63,801.86	R 63,801.86					
21 Archival Database	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22	R 9,939.22
22 Nomination Dossier	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18	R 13,777.18
Sub-Total	R 336,773.58	R 383,230.34	R 312,677.22	R 296,980.43	R 200,782.70	R 278,463.45	R 188,328.59	R 236,864.03	R 194,797.13	R 166,641.28	R 210,095.65	R 147,754.38	R 168,451.66	R 104,649.80	R 104,649.80	R 71,954.24	R 71,954.24	R 71,954.24
VAT @ 14%	R 47,148.30	R 53,652.25	R 43,774.81	R 41,577.26	R 28,109.58	R 38,984.88	R 26,366.00	R 33,160.96	R 27,271.60	R 23,329.78	R 29,413.39	R 20,685.61	R 23,583.23	R 14,650.97	R 14,650.97	R 10,073.59	R 10,073.59	R 10,073.59
TOTAL	R 383,921.88	R 436,882.59	R 356,452.03	R 338,557.69	R 228,892.28	R 317,448.34	R 214,694.60	R 270,025.00	R 222,068.73	R 189,971.06	R 239,509.04	R 168,439.99	R 192,034.89	R 119,300.77	R 119,300.77	R 82,027.83	R 82,027.83	R 82,027.83

² A more detailed project and financial management system within MS Project and Excel has been established and is available on request.



APPENDIX A
Format for the Nomination of Properties for Inscription on the World Heritage List³ and the Envisaged Scope of Work for the BMML Nomination Document

Reference No.	Nomination Format	Relevant Section of the Scope of Work for the BMML Nomination Document
1	Identification of Property	
1a	Country (and State Party if different)	Tentative Listing document
1b	State, Province or Region	Tentative Listing document
1c	Name of Property	Tentative Listing document
1d	Geographical coordinates to the nearest second	Tentative Listing document
1e	Maps and plans, showing the boundaries of the nominated property and buffer zone	Zonation and management plans
1f	Area of nominated property (ha.) and proposed buffer zone (ha.) and Total (ha.)	Determined from Zonation Plan
2	Description	
2a	Description of Property	Extract from all inventory documents
2b	History and Development	Inventory and infrastructure plan
3	Justification	
3a	Criteria under which inscription is proposed (and justification for inscription under these criteria)	Geological assessment and status report
3b	Proposed statement of Outstanding Universal Value	Geological assessment and status report
3c	Comparative analysis (including state of conservation of similar properties)	Web search/ desk study for Nomination Dossier (basics contained in Tentative Listing document)
3d	Integrity and/or authenticity	Geological assessment and status report
3e	Justification	Geological assessment and status report
4	State of conservation and factors affecting the property	
4a	Present state of conservation	Combined resource status assessments
4b	Factors affecting the property	Land Tenure and Resource Management Plan
4b(i)	Development pressures (e.g., encroachment, adaptation, agriculture, mining)	Combined resource status assessments
4b(ii)	Environmental pressures (e.g., pollution, climate change, desertification)	Combined resource status assessments
4b(iii)	Natural disasters and risk preparedness (earthquakes, floods, fires, etc.)	Not at risk
4b(iv)	Visitor/tourism pressures	Tourism Development Plan
4b(v)	Number of inhabitants within the property and the buffer zone	Socio-Economic Baseline Study
	Estimated population located within: Area of nominated property..... Buffer zone..... Total..... Year.....	Socio-Economic Baseline Study
5	Protection and management of the Property	
5a	Ownership	Land Tenure Report

³ Taken from the Operational Guidelines for the Implementation of the World Heritage Convention, January 2008



Reference No.	Nomination Format	Relevant Section of the Scope of Work for the BMML Nomination Document
5b	Protective designation	Land Tenure Report
5c	Means of implementing protective measures	Land Tenure and Management Reports
5d	Existing plans related to municipality and region in which the proposed property is located (e.g., regional or local plan, conservation plan, tourism development plan)	All spatial plans including Infrastructure and Tourism Development
5e	Property management plan or other management system	ICMDP
5f	Sources and levels of finance	ICMDP
5g	Sources of expertise and training in conservation and management techniques	Training and Capacity Building plan
5h	Visitor facilities and statistics	Tourism Development component of ICMDP
5i	Policies and programmes related to the presentation and promotion of the property	Brand marketing and Interpretation and Education strategy
5j	Staffing levels (professional, technical, maintenance)	Administration and institutional options
6	Monitoring	
6a	Key indicators for measuring state of conservation (including Indicator, Periodicity, Location of Records)	Part of Resource Management Plan
6b	Administrative arrangements for monitoring property	Administration and resource management Plans
6c	Results of previous reporting exercises	Not Applicable or possibly TFCA process
7	Documentation	
7a	Photographs, slides, image inventory and authorisation table and other audiovisual material (captured in an Image inventory and photograph and audiovisual authorisation form)	Section of the various resource assessment
7b	Texts relating to protective designation, copies of property management plans or documented management systems and extracts of other plans relevant to the property	Various management and development plans as listed
7c	Form and date of most recent records or inventory of property.	This report, none previous
7d	Address where inventory, records and archives are held	Administration, Governance and Institutional Control
7e	Bibliography	
8	Contact information of responsible authorities	
8a	Preparer (Name, Title, Address, (City, Province/State, Country), Tel, Fax, E-mail)	
8b	Official web address, (http://, Contact name, Email)	Communications Plan
9	Signature on behalf of the State Party	