

THE CLIENT

In order to be viable and sustainable the Financial and Management Plan for the COH WHS must accommodate and reconcile the diverse interests and needs of all the various stakeholders in an integrated and holistic manner.

Department Of Agriculture, Conservation, Environment And Land Affairs (DACEL)

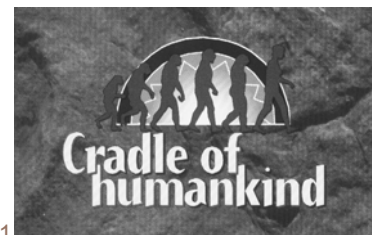
DACEL, as the management authority tasked by central government with responsibility for the development of the COH WHS, aims to develop world -class interpretation facilities through public/private sector partnerships, utilizing government support to leverage funding from private sources. In return for its investment government seeks to stimulate development in the region as a whole and to spread benefits to local communities.

In order to deliver on its mandate and responsibilities, and given the wide number and diversity of stakeholders (including those from the community, the scientific community, the public sector and the private sector), the COH WHS Authority will therefore require a Financial and Management Plan that:

- Encourages/enables an integrated and holistic conservation and management plan,
- involving all stakeholders and landowners, for the entire COH WHS area.
- Encourages/enables integrated and holistic interpretation, marketing and tourism strategies, involving all stakeholders.
- Encourages/enables the participation of, and spread of benefits to, previously marginalised communities.
- Encourages/enables the sharing of capital costs and risks as well as the sharing of revenue amongst all stakeholders.

The University Of The Witwatersrand (Wits)

Wits, as a major landowner and as an institution with a long and illustrious history of scientific endeavor in the COH WHS, is a key stakeholder. The long-term investment in, and commitment by, the scientists who have investigated the sites, together with the institutions and organisations that have supported and continue to support them, must be acknowledged. The long-term sustainable value and benefit of the COH WHS can only be secured through the extension of these scientific processes. It is necessary then that mechanisms be developed to ensure that some of the economic benefits of the development of the COH WHS are utilised to support and promote scientific research



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In addition to the above, Wits already operates, and has plans to extend, interpretative facilities at the Sterkfontein Caves.

It is assumed that Wits is willing to co-operate with the COH WHS to develop interpretative facilities provided that:

- the academic, scientific and financial integrity of the University is not compromised in any way;
- any development in which Wits participates will at the very least be self-sustaining and at best be profitable;
- a significant share of any income accruing from interpretative facilities, product development and merchandising will be used to support on-going scientific activity in the COH WHS.
- Wits has made some budgetary provision for investment in the COH WHS interpretative facilities and will lend its support to further fund-raising initiatives;
- while Wits hopes to profit broadly from its involvement in interpretative activity, it does not wish to be involved in the day to day management and operation of interpretative facilities;
- while the development of the COH WHS as a major tourism destination will increase the potential for income generation, the University will not seek to assert its rights narrowly, but rather to ensure that financial benefits support the broader scientific endeavour.

Fossil Site Landowners

The WHS Authority is in the anomalous position of having to control and manage a site owned by a number of different landowners. Given this fact, there are a number of potential scenarios for the development of interpretative facilities. On the one hand, fossil site owners could be encouraged to fund, develop, manage and market their sites as and when they wish, providing that environmental and conservation requirements are met. On the other, the development and management of these sites could be led and funded by the WHS Authority, working in close co-operation with the fossil site owners.

Consultation with landowners points to the desirability of adopting the second scenario on the basis that this would facilitate the development of an integrated interpretation strategy; facilitate controlled access to the sites, make provision for sites to be administered, developed and marketed through a centralized system; and encourage complementary rather than competitive development.

It is assumed that:

- While most fossil site landowners are willing for their sites to be incorporated into the IN, the nature and extent of interpretative activity will be different in each case.



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- Incorporation of sites into the IN will be conditional on the WHS Authority and fossil site landowners negotiating and agreeing upon a set of conditions relating to access and security, and the recommendations of the Management Plan to be developed for each site.
- Some fossil site landowners will consider investing in infrastructure on condition that they can show a profitable return. Others want to recoup basic costs and be compensated for what is perceived as an invasion of privacy, reduced control over their land, and potential loss of income from farming activity.

Visitor Information Point License Holders

The Visitor Information Points located at all the major gateways to the COH WHS will serve to provide information to people passing through or entering the area and direct them to the interpretative facilities and other attractions.

It is assumed that:

- There are already a number of tourism information offices in the area.
- It is in the interests of all concerned to build a co-operative relationship between the COH WHS and these organisations.
- It is feasible to develop partnerships with the tourism information organisations, structures and other information providers already operating in the COH WHS and surrounding areas.
- While a certain amount of income may be generated from sales of interpretative materials, souvenirs and snacks, the VIPs will not be self-sustaining.
- While VIPs could easily be linked to existing initiatives, their establishment provides an opportunity to benefit the local community.

OPERATING FRAMEWORK

The institutional structure outlined below is intended to bring all decision-makers together into an integrated structure to ensure that the potential of the COH WHS for enjoyment, learning, engagement, and scientific and community benefit is maximised.

The COH WHS Management Authority

The COH WHS Management Authority will have ultimate responsibility for planning, regulation and oversight of the COH WHS and for co-ordinating the activities of various government agencies, the community, academic institutions and the charitable trust.

The COH WHS Charitable Trust

- The COH WHS Charitable Trust will operate as a non-profit organisation responsible for:
- Fundraising and generating income from other non-profit organisations and foundations, private contributors, NGOs, domestic and international agencies and other donors in support of the conservation, education and community benefit objectives of the COH WHS.
- Reinvestment or re-distribution of net operating revenues generated by the subsidiary units.
- Distribution of funds for community development and scientific research.
- Provision of information about the COH WHS, its mission and activities.
- Oversight of the visitor facilities. Responsibility for the day-to-day management and operation of these will vest in the Executive Director and management of the facilities.

These duties will be carried out under the direction of, and in accordance with, the policies of the COH WHA.

It is proposed that the Trust be divided into four executive/operating components:

- Interpretation Centre: This is the section responsible for the museum/interpretative centre(s);
- Fund Raising: Responsible for seeking funds;
- Marketing and Public Relations: Fulfills a public and media relations function and also co-ordinates the marketing activities of the COH WHS;
- Legal and Contracting: This unit will oversee contracts and concessions associated with subsidiary operations, and could also be involved in defining new development opportunities.

The COH WHS Charitable Trust will be guided and directed by a Board of Trustees representing a broad range of interests, expertise and stakeholders.

Scientific Advisory Committee

It is recommended that a Scientific Advisory Committee be constituted to offer specialist guidance and direction to the Board and management of the institution. The Scientific Advisory Committee would serve to inform decisions pertaining to interpretation and research policy and development, co-ordinate interpretation and research activity, and the distribute funds for research activity.

The COH WHS Community Trust

It is recommended that a Community Trust be established to facilitate the spread of benefits accruing from the development of the COH WHS to the community and to oversee the implementation of the programmes intended to stimulate and support development in the area, as outlined in the Community Benefits Report. The Trustees would establish or appoint implementing agent(s) to take day-to-day responsibility for the functioning of the community development programmes

Operating Concept

Primary interpretative facilities will be operated as a non-profit unit of the proposed Charitable Trust. This unit will maximise income from admissions, rentals, merchandising, conferencing and other sources.

At the same time, the Trust will generate contributory funding in support of these facilities and their programmes.

The conference centre and food and beverage outlets will be concessioned as profit-making units to a private operator. The operator will pay a concession fee to the Trust.

Visitor Information Points will be owned and operated by existing and new tourism agencies and entrepreneurs. Trading rights or permits to operate VIP's will be issued by the COH WHS on behalf of the Trust.

Site-specific facilities at fossil sites present a complex challenge. It is recommended that Wits retain ownership of Sterkfontein and Swartkrans, that Kromdraai (or a portion of the land on which significant sites are located) be purchased outright by Gauteng Province, and that the Trust enter into partnership or lease agreements with landowners of other significant sites.

Ownership

Ownership of interpretative facilities and infrastructure will be retained by Gauteng Government and Wits University as security for their capital contributions and investments in support of the facilities. The Trust will own the non-profit operating business units and oversee concession contracts where appropriate

FUNDING

Major Interpretive Facilities

Provincial Government could also fund the primary Interpretive Centre (IC) through Blue IQ or other public sources. In this case, Gauteng would retain ownership of the facilities as a security. The facility would be operated under a long-term lease paid through a nominal (R1/year) fee by the Trust.

However, an alternative financing approach is recommended based on international best practices, whereby the COH WHS Charitable Trust be established to take a lead in an international capital fundraising (or development) campaign. Such campaigns are the norm for generating funds in support of museums and heritage sites. Efforts would be focused on raising funds from major corporate, foundation, and individual donors worldwide. This campaign can run concurrently with the development of infrastructure funded by Government.

Gauteng (and/or North-West and central government) might also make sizeable contributions to the IC capital campaign, but should not expect to maintain rights of asset ownership or control. Rather, Government is one of several major contributors who would be represented on the Board of the COH WHS Charitable Trust. The Trust would control ownership of the facility and would receive income from any private concessionary operators (such as for meetings & conferences).

As the owner, the Trust would hire a contract development team for the project. In this case, a Capital Projects Director would be hired by the Trust (with funds raised at first by the Capital Campaign and technical assistance from Government) to manage the actual development of the project. That project director would also work with the Board as it moves into the operational phase.

USERS

- palaeontological, palaeo-anthropological and archaeological tourists who, although constituting a small tourist base, are fundamental to the nature of the COH WHS. These would be small volume but potentially higher value tourists;
- general interest tourists who would include both local day trippers, domestic tourists staying in the Gauteng area and international tourists also staying in the Gauteng area. A substantial portion of the international market is expected to be generated from MICE tourism and day visits. These tourists require less specialised facilities than the palaeontological, palaeo-anthropological and archaeological tourists. Their requirements include an informative, challenging and entertaining interpretation centre with attendant food and beverage outlets. International tourists in particular will require curio shops. The domestic day tripper will require additional activities such as nature trails and short walks. A garden centre is also recommended. Other possibilities include tours of established businesses in the area, such as flower farms and creating new business such as traditional African herbal farms;
- school groups which do not only come for day visits but also for three or four day trips where students learn about the local biology and geology. For day visits, groups are expected to range between 50 (private schools) and 150 to 200 (government schools). Clearly it is not possible for all students to visit the cave system at one time and alternative above ground activities will need to be provided. These include trails, the interpretation centre and such items as “mock digs”; real digs under the guidance of a palaeo-anthropologist or trained expert and the construction of a false cave, such as Lascaux 2. School groups could also come for longer field trips. Although there are some existing facilities within the northern Gauteng area, indications from educationalists are that more facilities are required closer to the Johannesburg and Pretoria markets. With increasing financial pressure on schools, trips are becoming shorter and closer to the originating city. COH WHS provides an excellent location; and
- adventure and sports tourism.

INTERPRETATION CENTRE

All the projected visitor numbers for the COH WHS are expected to utilise the interpretation centre. Mid and general interest and school children will also require a broader range of facilities, including refreshment facilities, short trails and picnic sites. Visits are not expected to occur evenly throughout the year but exhibit some seasonality. However, day visitors are more likely to visit the COH WHS during weekends and school holidays whereas school visits will be during term time and weekdays. Therefore these two groups are contra-cyclical.

In the initial two years, the majority of foreign tourists are expected to be day visitors or independent travellers rather than tour groups, as the lead time for tour groups is in the region of 18 to 24 months. This represents the time between the product being launched, included in tour operators' brochures and itineraries and actually taking place. It is assumed that all foreign visitors will visit the Interpretation Centre.

In order to understand the demands for the Interpretation centre and the maximum visitor flow at any particular point in time, seasonality for the above groups has been modelled.

This seasonality in 2004 can be summarised as follows:

Tourist visits analysed by month and sector:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Weekend visitors	13,174	13,974	13,974	6,449	6,449	6,449	6,449	6,449	12,898	13,974	13,974	13,974
Domestic tourists	9,396	1,141	1,141	9,396	1,141	1,141	7,047	1,141	3,524	1,141	1,141	9,396
Foreign tourists	6,988	6,988	3,327	3,327	3,327	3,327	3,327	3,327	3,327	6,988	6,988	6,988
Schools	1,670	7,158	7,158	3,340	7,158	7,158	7,047	7,158	6,681	7,158	7,158	1,670
Total	32,028	29,261	25,600	22,512	18,075	18,075	23,870	18,025	26,430	29,261	29,261	32,028

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From this analysis, peak demand is during the summer months, when visitors total some 32 000 per month. This equates to some 1 000 per day if spread evenly.

By applying the same seasonal trends, the visitor pattern for 2010 essentially follows the same trend as that for 2004 but is notably higher with a maximum visitor figure of 52 000 in peak months.

SOCIO-ECONOMIC

The area is largely characterised by commercial farms with low population densities, and nearby settlements, mostly informal, with high levels of in- and out-migration. Households are small, employment levels are high, education levels are relatively high, there is a general lack of community cohesion, alcohol abuse is felt to be a serious problem, and there is a lack of awareness of HIV/AIDS.

There are an estimated 14,600 people in the COH WHS area and its immediate environs, with possibly an equal number proximate to the directly affected area. Some 85% of these are living on commercial farms. Employment levels are very high in the area, estimated at 91% by the 1996 census, principally because people come to the area to work and, failing to secure work, look elsewhere. In this regard, actually unemployment in the area is "hidden" because unemployment is exported to other locations. Households averaged three members, in large part because commercial farmers generally only allowed a worker to bring his/her immediate family. It also appears that older children are sent elsewhere to go to school (only one-quarter of the population was under the age of 15); there are a number of single person and two-person households as well. 56% of the area's residents are male, reflecting in-migration to seek employment, and differential access to wage employment across gender. According to the 1996 census, two-thirds of the population is classified as African, and one-third is classified as White. 80% of the population had at least some education, with half of these having secondary education or higher.

The population in the area is diverse from both settlement and economic security points of view. Long-term commercial farm workers and farm owners tend to be well established in the area with adequate incomes and little desire to change their means of making a living. Farm workers with well-developed, often specialised skills arising from long experience can command good wages. While not directly measured, the technical team estimates that there are skilled farm workers in some 35-40% of the area's households. An equal number are involved in less secure, low-paid employment, often casual, stemming from fluid labour demands, and a consequent lack of skills development. This group was generally keen to secure formal employment in the area. A smaller number are living in the economic "margins" in the informal settlements proximate to the area. While some of these households are linked to employment on commercial farms, often this is through a casually employed seasonal labourer. Others in the informal settlements have lost even tenuous access to wage employment, or have only recently arrived in the area to seek work. Female-headed households are more common in the informal settlements than on the farms, and many of these are understood to be involved in marginal small enterprises. Levels of migration vary across these categories as well; with approximately 35-45% of households well established in the area with the remainder having a more tenuous hold in the area. This is reflected in income levels in the area, with most households earning less than R1000 (presumably the households without regular employment, qualitative findings suggest an average of R200-R300 per month), or between R1000-R2000.

2-04 Informal settlement in COH WHS



POTENTIAL COMMUNITY BENEFITS

Benefits will occur in three main areas:

- job creation, both temporary and permanent, through environmental initiatives, and the construction and upgrading of housing, the interpretation network facilities and infrastructure;
- small business opportunities in the tourism, hospitality and related service sectors, arising from the development of the interpretation network and increased tourism to the area; and
- community infrastructure and service delivery which will increase the quality of life of all residents of the area. This will include housing development and a programme to upgrade and secure tenure of residents where this is appropriate.

1. Economic benefits

- Formal employment opportunities
- Training for formal employment
- Training for self-employment
- Labour intensive infrastructural interventions
- Capital support for small business
- Access to land for productive and domestic use, including natural resources
- Access to markets
- Access to transport

2. Cultural benefits

- Wider understanding of culture & people in area
- Greater respect for varied cultures in the area
- Greater cultural cohesion in the area

3. Social benefits

- Access to formal housing
- Access to potable water
- Access to transport

- Access to schooling
- Place of safety for abused women and children
- Prevention of HIV/Aids
- Alcohol abuse prevention programmes and abuse interventions
- Violence prevention interventions
- Crime prevention interventions
- Access to electricity
- Health facilities access and improvements
- Recreational areas (including playgrounds)

4. Scientific Community Benefits

- Long term sustainability of the site for scientific processes
- Value of intellectual capital
- Development of capabilities of staff
- Raised scientific profile
- Employment opportunities, including for black, female and disabled scientists

5. Environment and conservation

- Land Care
- Alien plant control
- Road stabilisation
- Quarry rehabilitation
- Research projects
- Field guides
- Recycling and waste management
- Water bottling
- Traditional crops
- Waste swapping
- Crafts – training and production
- Signage
- Cultural village
- Community tourism on community land
- Bioprospecting – medicinal and cosmetic
- Indigenous and medicinal nurseries
- Indigenous crops
- Resource harvesting

Employment of Local People

As part of the process of employing people from the COH WHS area, a set of conditions and criteria should be applied to ensure that the majority of people who benefit from the creation of the jobs are currently resident within the COH WHS and surrounding areas. This will need to be handled carefully, as development will also attract people to the area looking for jobs and opportunities. The Gauteng Provincial Government should seek to prioritise the involvement of local people in the COH WHS and thereby ensure their 'buy-in'. It is important that social organisation in the area is strengthened to be able to deal with this.

The set of criteria to ensure that priority for employment is given to residents of the area would include that to qualify for employment on the project a person must live in the area (local employment). There will also need to be a focus on the employment of women, people with disabilities or youth in particular situations. In addition, to ensure there is a spread of jobs, projects will seek to use labour-intensive building or production processes.

There is a need to ensure that the creation of new job opportunities and employment of local people should not disrupt the existing jobs or dislodge those in employment, or else the programme will quickly lose the critical support of landowners.

It needs to be stressed that this is an artificially created situation. As the COH WHS rollout takes place, it will act as a magnet for employment seekers, as well as people hoping to gain access to the scarce resources and benefits.

The residents of the COH WHS area and the Management Authority will have to deal with this to minimise conflict and division. Leadership and organisation can help to act as gatekeepers, and to stabilise the dynamics that get played out in such a situation and the WHA will need to play a role in facilitating this.

The creation of jobs and employment of people is regarded by respondents to the SES as a priority. Labour-intensive processes for construction of buildings and roads will go a long way towards meeting the immediate pressures. Skills training and capacity building will be necessary for the jobs requiring greater expertise, funds for which can be accessed from a range of local and international agencies.

Jobs in the Interpretative Network

An impression exists that the interpretative facilities will directly create large-scale economic benefits to the community. This impression is not necessarily correct. The interpretative facilities will not solve the problem of local unemployment, and it is important to ensure that false expectations are not encouraged. Expectations should not be raised that the interpretation facilities will provide a huge number of jobs in the area. The Interpretation Centre and related facilities will create employment opportunities in the fossil casting and preparation facilities and tour-guiding programme. However, a number of these jobs are highly specialised and the skills required might not be found in the area.

While it is true that a carefully planned and implemented network of interpretative facilities will greatly add value to the site and therefore generate a number of economic knock-on and spin-off effects, the reality is that the facilities themselves are unlikely to yield a sizeable profit. There are, however, related components that can create direct economic benefits for the local community.

The location of the COH WHS Interpretative Centre can play a major role in the stimulation of tourism, support services and other developments, thus stimulating growth in its immediate vicinity, the COH WHS area, and the region as a whole.

Above all, one should be wary of calculating benefits only in purely financial and economic terms. There are, for instance, a large number of schools in this area which are extremely resource -disadvantaged, and their proximity to a centre which provides excellent and possibly subsidised access to information about their immediate environment will have significant social benefit for local communities. The direct and indirect educational and capacity -building benefits to the region would be considerable.

Each of those components deemed to have particular potential for community benefits is dealt with in more detail, below.

- **On-Site Security Scheme**

It is essential that all public fossil sites and all non - public vulnerable fossil sites have 24 -hour security. A system of rangers/caretakers who live at the fossil sites would create employment and awareness in the local community, as well as provide some protection for the fossils and sites.

Capacity-building initiatives could also provide rangers and the ir families with the skills and knowledge to handle aspects of interpretative and administrative tasks. These rangers would have to be in communication with the hub and have good back -up systems. Provision would have to be made for housing and other infra structural requirements on sites, which could be developed in conjunction with on-site interpretative facilities, where applicable.

There are already a number of people working in this area, and additional training will enable them to continue to provide a security and tour-guiding service within the COH WHS.

- **Education Resource Centre**

While the Education Resource Centre aims to provide resources to all schools visiting the site and to find creative ways to provide resources to those who are unable to visit the site,

a special focus will be to support the schools within and immediately surrounding the COH WHS. There are almost 50 schools operating in Circuit 5 of the Krugersdorp / Roodepoort district, many of them operating with very scarce resources. Teachers from schools in the area will be invited to training programmes and offered resource packages and access to equipment. Subsidised activities for local schools, along with sharing of resources for teachers to take back into local schools, will make a significant impact on community educational needs, and increase the likelihood of community "buy -in" on all levels. This interaction can be expected to engender a sense of local pride in the COH WHS heritage.

The Education Resource Centre will also function as a place of training for tour guides and others employed in the area to meet the needs of visitors.

The main community benefit deriving from the Education Resource Centre is educational and capacity building, not financial. Nevertheless, a number of jobs will be created as a dedicated staff of educationalists is needed.

- **Tour Guiding Programme**

A corps of highly -trained, enthusiastic and knowledgeable tour guides is essential for a world - class heritage attraction of this nature. Many of the tour guides currently working within the COH WHS are in urgent need of further training. In addition, the expected increase in visitor figures and opening of additional site -specific facilities will also necessitate the employment of more tour guides.

The tour guides will operate in a number of areas, both in the IC and at the site -specific facilities. Some may combine their guiding work with other duties, for example security at excavation sites or excavation work. Others will devote all their attention to guiding. Intensive training in both the content and the manner of presentation will be essential.

- **Staffing**

In addition to those posts specified above, a large number of staff will be needed to operate the Interpretative Network. Most of these posts will be situated within the central interpretative facility, with others at site-specific facilities, visitor information points and the many outsourced activities expected to function in the area. While various posts will necessarily be filled from outside the area, applicants for many of the positions will be sought within the COH WHS area and surrounds. A system of bursaries and on-the-job training will build capacity to fill some of these positions.

- **Training / Capacity-Building**

The commitment to employ local people in as many posts as possible, to deliver a world-class service to visitors, and to operate with scientific integrity assumes that there will be a substantial investment in training and capacity-building for those employed at the COH WHS Interpretative Network. Ongoing training resources for staff, independent tourist initiatives and community members can be administered through the Education Resource Centre.

- **Outsourced Functions**

The outsourcing of various functions will relieve the institution of the responsibility for providing these services and provide opportunities for local communities to benefit by establishing small commercial enterprises or collectives to deliver these functions. It is hoped that the provision of these opportunities will stimulate the development of a number of locally owned SMMEs in the area. In other cases, existing businesses within the area will benefit through the expansion of their operations. Where businesses from outside the area are involved, conditions stipulating the employment of local labour may be included in the contracts.

It is recommended that the following functions be outsourced:

- **Restaurants and Other Food Outlets**

It is recommended that, in the long term, a number of food outlets be included within the premises of the COH WHS. These should cater for a range of tastes, budgets and time constraints, ranging from kiosks, through takeaway outlets and tearooms, to restaurants.

- **Shops**

It is recommended that a number of shops operate within the premises of the IC. These can vary from the types of shops traditionally found within heritage attractions (e.g. souvenir shops, curio shops, bookshops) to shops of the type often found in tourist attractions and upmarket hotels (e.g. designer boutiques, jewellery shops). The majority of these should be outsourced, with the operators paying a rental or a percentage of profits to the COH WHS. Branded COH WHS goods may be sold through these shops under license.

Informal traders can be registered and provided with premises on routes in and out of the WHS to market a range of products such as arts and crafts, cloth and pottery products, and foodstuffs.

- **Security**

In addition to the On-Site Security Scheme, security will be needed in the Interpretative Centre, and possibly in other components of the Interpretative Network. There is the possibility of training and re-training people who are already employed in this capacity. In addition, security officials should also be trained in tour guiding skills, where appropriate.

The security of certain of the Interpretative Network components has the potential to be outsourced, although a decision will need to be taken by the Management Authority in association with DACEL as to the appropriateness of outsourcing this function for each component.

Should the function be outsourced, it could be contracted to a company with the condition that after a period of operating independently, it then hands over the function to a locally based company. In the interim it would have the responsibility of facilitating training.

- **Cleaning**

Cleaning services will be needed throughout the IC and possibly in other components of the Interpretative Network. It is proposed that this be outsourced to an outside company with conditions stipulating the use of local labour in the contract.

- **Exhibition Design**

Exhibition design is a highly specialised function. It is recommended that this be outsourced, on the basis of a tender process.

- **Construction**

The Proposed Financial Plan for the COH WHS, drawn up in 1999, estimates that 1 172 temporary jobs will be created, either on or off site, during the construction period. While this may be an over-generous estimate and the exact number of jobs will depend on a number of factors, there is no doubt that the construction of the interpretative facilities will result in a significant amount of temporary employment. The construction will be outsourced and guidelines and conditions, built into tender procedures and contracts, can ensure that local communities receive maximum benefit in terms of these employment opportunities.