

ACRONYMS

LED:	Local Economic Development
SA:	South Africa
SWOT:	Strengths, Weaknesses, Opportunities, Threats
HR:	Human Resources
SMME:	Small Medium and Micro Enterprises
PDI:	Previously Disadvantaged Individual
IDP:	Integrated Development Plan
VFR:	Visit Friends and Relatives
LSM:	Living Standard Measure
USP:	Unique Selling Feature
SADC:	Southern Africa Development Countries
DTO:	District Tourism Organisation
LTO:	Local Tourism Organisation
CTO:	Community Tourism Organisation
UK:	United Kingdom
USA:	United States of America
KZN:	Kwa Zulu Natal
SDF:	Spatial Development Framework
RETOSA:	Regional Tourism Organization for Southern Africa
DEAT:	Department of Environmental Affairs and Tourism
ANC:	African National Congress
ASGISA:	Accelerated and Shared Growth Initiative South Africa
BBBEE:	Broad Based Black Economic Empowerment
CBD:	Central Business District
EMS:	Emergency Medical Service
4X4:	Four track vehicle
B&B:	Bed and Breakfast accommodation establishment
UNWTO:	United Nations World Tourism Organisation
USD:	United States Dollar
GDP:	Gross Domestic Product
NDP:	National Development Plan
NTSS:	National Tourism Sector Strategy
WRTSS:	West Rand Tourism Sector Strategy
GTDS:	Gauteng Tourism Development Strategy

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SECTION A: INTRODUCTION

1.1 PROJECT OBJECTIVE

The objective of this report is to compile a Tourism Development Strategy for Merafong City Local Municipality. It is broadly envisaged that a tourism supply and demand analysis (i.e. gap analysis) be conducted, that new tourism opportunities are identified, and that tourism marketing and a monitoring and evaluation framework is developed.

1.2 SCOPE OF WORK

1.2.1 The Project

A Tourism Development Strategy for Merafong City Local Municipality.

1.2.2 Project Purpose and Objectives

The objective for the project is to develop a tourism development strategy for the Merafong City Local Municipality.

This will comprise the following:

- Analysis of the tourism demand and forecast of future trends. Understanding of current supply of tourist facilities.
- Analysis of the gap between the demand and supply factors with a focus on access to the tourism sector for previously disadvantaged individuals and enterprises.
- Identification of further supportive actions needed to be addressed for responsible and sustainable tourism.
- Identification of strategic options.
- The drafting of a strategic tourism marketing framework.
- Developing a framework for the monitoring and evaluation of the tourism plan.

1.2.3 Critical Principles of the Projects

In order to achieve the objectives of the tourism sector plan, the following will be applied.

To allow as much as possible community and stakeholders participation within the process. To harness the energies created by current initiatives and to build on them. To integrate into the broader strategic frameworks created by the Integrated Development Plan.

1.2.4 Legal and Political Context

According to the White Paper on the Development and Promotion of Tourism in South Africa (1996) the following principles guide the development of responsible tourism in South Africa:

- Private Sector Driven
- Conducted with effective community involvement
- Underpinned by sustainable environmental practices
- Used as an empowerment tool.

1.3 REPORT LAYOUT

Figure 1 illustrates the layout of the report for this study. There are two main parts to the report, i.e. the Situation Analysis and the Tourism Development Strategy

FIGURE 1: REPORT LAYOUT

Merafong City Tourism Development Strategy Report	
PART A: Situation Analysis Report	PART B: Tourism Development Strategy Report
Section A - Introduction Section B – Key Legal, Policy, Strategic Informants Section C – Situation Analysis Section C1 –Socio-Economic Assessment Section C2 – Infrastructure Assessment Section C3 – Tourism Supply Section C4- Tourism Demand Section C5 – Environmental Assessment Section C6 –Currant Branding, Marketing and Promotion Section C7 – Tourism enabling environment Section C8– Triple Bottom Line Assessment Section C9 - SWOT Analysis	Section 1 - Tourism vision Section 2 – Product/Market Development Strategy Section 3 – Marketing and Promotion Strategy Section 4 –Tourism Spatial and Support infrastructure strategy Section 5 – Tourism Product Development & Investment Strategy Section 6 – Human Resources Strategy Section 7 – Institutional Framework Section 8 – Implementation and Monitoring Framework Section D - Tourism Development Strategy Section D1 - Tourism Product Development Section D2 - Tourism Marketing Strategy Section D3 - Infrastructure Development Section D4 - Human Resource Development Section D5 - Tourism Enabling Environment Section D6 - Branding Strategy Section D7 - Signage Strategy Section E - Implemenation Plan Section E1 - Introduction Section E2 - The Implementation Plan Section E3 - Budget and Funding Section F - Monitoring and Evaluation

1.4 APPROACH

We have developed a systematic approach that will meet the above described methodology which includes six phases:

Phase 1: Data gathering and analysis

Phase 2: Assessment of Supportive Environment

Phase 3: Gap Analysis

Phase 4: Strategic Plan

1.4.1 Phase 1: Data Gathering and Analysis

Phase One involves an assessment and review of existing documentation and information as well as primary research

(a) A visit to the study area to obtain a clear understanding of:

- the range and standard of tourism facilities;
- the range and standard of the biodiversity area;
- the range and standard of cultural heritage;
- the range and standard of hard and soft infrastructure; and
- the overall tourism appeal of the area.

(b) Assessment of Existing Information

We reviewed and assessed relevant existing studies, plans, strategies and initiatives that might have an influence on the development of tourism in the study area. This included the IDP, financial budgets and marketing and development strategies of the tourism of municipalities in the study area and of the Province, as well as other studies that may have been conducted for the study area or other similar, comparable areas

We assessed the national and provincial context and legislation in respect of tourism, such as marketing strategies, policies and other relevant studies;

Analysed the detailed results of the latest SA Tourism international and domestic tourist surveys to determine trends with regards to tourists visiting the region;

Analysed the results of the most recent international and domestic tourism surveys conducted in the Eastern Cape by either the Province or major destinations within the province; and

Reviewed and analysed any available statistics and other pertinent data from studies on the region.

(c) Primary Research

The research conducted was dependent on the information gathered during the assessment of existing information. There was not sufficient existing information available and some primary research was deemed necessary.

We conducted a survey of tourism products such as hotels, lodges, guesthouses, bed and breakfast establishments, attractions, conference and function venues and a survey of existing attractions and activities provided in the area, to determine/ test existing information of the study area, in respect of:

- visitor numbers
- trends
- market mix
- visitor characteristics
- rates
- seasonality
- means of transport used
- occupancies and facilities / service provided
- conducted a survey amongst accommodation establishments to determine the current and future potential flow of tourists to the area.

Personal interviews with the key tourism stakeholders to obtain their opinion and input in respect of, inter alia:

- the strengths, weaknesses, opportunities and threats for the study area;
- future development needs and plans for the tourism industry;
- tourism policies
- tourism marketing strategies and actions, and;
- public and private sector functions and interaction.

Phase 2: Assessment of Supportive Environment

(a) Infrastructural Framework

Determine the current level of integral infrastructure (such as roads, telecommunication, water, electricity, etc.) supporting the tourism resource base in the municipal area, by:

- Visiting the area
- Reviewing current maps of the municipal area indicating infrastructure such as
- roads and railways
- Interviewing national and local governmental bodies responsible for infrastructure
- Interviewing private sector companies who provide infrastructure and
- Reviewing current infrastructural planning and programmes

(b) Biodiversity Assessment

Identified the current protected and environmentally sensitive areas within the study area, including size and location;

Heritage and Cultural Assessment

Identified the current heritage sites within the area, including both temporary and historical heritage sites, and identified the government agency they are protected under.

(c) Marketing Framework

Assessed the Merafong Municipality's current tourism system by:

Reviewing current information distribution channels such as internet websites, relationships with tour operators, attendance of tourism trade shows, etc;

Reviewing current promotional material, such as brochures, advertising, etc; and

Interviewing current information office staff.

The above was done with respect to the nature and effectiveness of the current distribution and promotion channels, including that of local product owners

(d) Human Resources Framework

Estimated the number of people currently employed in the tourism industry of the municipal area through interviews with current tourism employers (both in government and the private sector);

Assessed the current skills base within the tourism industry of the municipal area through interviews with product owners;

Assessed the current training infrastructure such as training institutions, training programmes, qualified trainers, etc. within the tourism industry of the municipal area;

Identified the training requirements within the tourism industry of the municipal area through interviews with product owners; and
Estimated the number of businesses owned by PDI's that could potentially emerge during the forecast period and their ability to cope with the projected increases in demand.

(e) Institutional Framework

Reviewed existing tourism structures at national, provincial and local level that is relevant to the municipal area; and
Assessed the effectiveness of current tourism institutional framework at various levels with respect to roles and responsibilities, budgets, capacity, marketing and development.

(f) Investment Aspects

Reviewed sources of development and marketing funding that are available at national, provincial and local levels within South Africa, including their application requirements and procedures.

Phase 3: GAP Analysis

The above research enabled us to carry out the following assessments and analyses:

Assessment of the current levels of tourism demand (including seasonality), by market segment to the Merafong City Municipality area. We also make recommendations on ways to measure levels of tourism in the future in order to assess the growth of tourism against the base determined in this study.

Assessment of the total attraction base; including any unique elements, attractions and features, such as national features, hiking/biking trails, adventure, cultural/historical elements, annual shows, events, etc which can be incorporated into the tourism product base and possibly linked to the attraction of niche markets.

An assessment of how visitors arrive, how they move around and what the infrastructure needs of tourists are;

The attraction base, all other elements of tourism plant (accommodation, transport nodes, etc) and the infrastructure supporting tourism.

A detailed critical analysis of current tourism supply in the study area and how this related to market demand (GAP analysis);
Identification of tourism products in the study area that have potential and require further development;

Assessed the current small business support environment; and

Assessment of the current tourism institutional framework at regional and local levels in the study area with respect to roles and responsibilities, budgets, capacity, marketing and development, integration and cooperation with other regions/areas, etc

Phase 4: Strategic Plan

With the information emanating from phases 1-3 the service provider formulated a Tourism Development Strategy for the Municipality.

The Development Strategy addresses issues such as the development concept, institutional framework, human resources, product development, marketing and promotion, infrastructure and SMME development.

The strategy includes a gap analysis of the demand and supply factors to determine those aspects of product that require further development. The emphasis is on broadening ownership of tourism products by previously disadvantaged people living in the area, and how the current mix can be enhanced to deliver a richer experience for both visitors and residents.

An overall SWOT analysis for tourism development was developed and from this the key comparative advantages of the area and the overall tourism development concept that will drive the development and marketing of the area, was developed.

The following aspects were taken into account in the development of the Tourism Development Strategy:

(a) Product/Market Development Strategy

The Service Provider:

- Recommended tourism products and experiences to be developed to satisfy the identified demand for experiences and markets (based on the analysis of gaps in the supply of tourism products and experiences).
- Assessed and commented on the existing capacity to manage areas rich in biodiversity and made recommendations as to the best option for the ongoing management and harnessing of these areas for tourism development, and ensure that applicable legislation is complied with; and
- Assessed and commented on the existing capacity to manage the contemporary and past cultural heritage sites and made recommendations as to the best option for the ongoing management and harnessing of these areas for tourism development and ensure that applicable legislation is complied with.

The product development plan includes identification of tourism investment projects.

(b) Marketing and Promotion Strategy

The Service Provider:

- Identified the core tourism products and experiences and matched these to target market segments
- Compiled a tourism positioning and branding strategy for the area
- Provided recommendations for the development of product portfolios, packages and tourism routes
- Provided recommendations for the development of mechanisms to enhance the current product mix to deliver a richer experience for both visitors and residents
- Compiled a tourism promotion and communication strategy, i.e. what promotion communication and advertising activities need to be undertaken, and what messages will be conveyed to what markets through this promotion and communication strategy; and
- Developed a strategy for the further development of a tourism information system, which includes the recommendation with respect to the most appropriate distribution and promotional channels

(c) A Spatial and Support Infrastructure Development Strategy

The Service Provider

- Formulated a tourism infrastructure development strategy, stating the support infrastructure requirements for the successful tourism development of the region. This includes hard (rail, air, water, sanitation, energy and communications) and soft (emergency services, policing etc) infrastructure. The strategy ensures sufficient infrastructure for tourists and residents; and
- Weaknesses and gaps were identified and recommendations made how to address these.

(d) Human Resources Strategy

The Service Provider:

- Provided recommendations with respect to increasing the level of involvement and ownership of previously disadvantaged individuals in the tourism industry
- Estimated the number of small business' (particularly owned/operated by previously disadvantaged individuals) that could potentially emerge during the forecast period and their ability to cope with the projected increase in demand
- Highlighted opportunities for black economic empowerment and SMME's in the identification and initial descriptions of potential tourism investment projects; and
- Identified the human resources needs to the area and compiled recommendations in respect of human resource development and training. This includes projecting the number of employees, by broad skills category, which will be required in the areas tourism industry in the future, based on the growth expected in the plan.

(e) Tourism Enabling Environment

The Service Provider:

- Outlined the implementing agencies, roles, responsibilities, timeframes and resources as well as how and when the identified objectives will be met. This takes into account the provincial and national guidelines on tourism entities and their responsibilities, as well as the existing institutional framework that is currently in place
- Identified resources of financial support which could assist in operational costs to implement the plan
- Provided an indication of potential partnerships (private and public) arrangements that could be pursued in realization of the strategy.

(f) Branding Strategy

The service provider:

- Completed a brand assessment
- Completed a brand identity plan
- Completed a visual brand
- Completed an implementation plan for the branding strategy

(g) Signage Strategy

The service provider:

- Provided an overview of signage guidelines in South Africa
- Provided a proposed signage strategy

(h) Implementation and Monitoring Framework

The Service Provider

- Developed a user-friendly monitoring and evaluation system for the tourism sector plan and developed an action plan for the implementation of the various elements of the plan

1.4 THE STUDY AREA

Map 1: The study area



Source: Gauteng Spatial Development Framework

Merafong City is situated in the south western part of Gauteng Province and form a part of the West Rand District Municipality and incorporates the following areas:

- Carletonville
- Fochville
- Welverdiend
- Wedela
- Khutsong
- Kokosi
- Greenspark
- Blybank

As well as mining towns including:

- Blyvoor
- Doornfontein
- Deelkraal
- Elandsrand
- Bently Park
- East and West Driefontein
- Western Deep Levels

SECTION B: KEY LEGAL, POLICY AND STRATEGIC FRAMEWORK

1. KEY LEGAL INFORMANTS

1.1 LAWS RELATING TO THE FUNCTIONS OF A MUNICIPALITY

(a) The Constitution of the Republic of South Africa

The Constitution specifies the role of the different spheres of government, namely the role of national, provincial and local governments.

The role of local government

The role of local government are the delivery of services and socio-economic development of communities. It is also expected of local government to lead, manage and plan for development.

The purpose of local government

According to Section 152 of the Constitution, the objectives of local government are:

- To provide democratic and accountable government for local communities
- To promote social and economic development
- To encourage the involvement of the community

According to Section 153 of the Constitution, local government must:

- Structure and manage its administration, budget and plan to give priority to the basic needs of the community, and to promote the social and economic development of the community
- Participate in national and provincial development programmes

Tourism as a local government function

In terms of its developmental mandate, local tourism is defined as a function of municipalities in terms of Schedule 4 Part B read with Section 155(6)(a) and (7) of the Constitution. The Constitution refers to developmental tourism being a process through which partners from the public, business, labour and civil sectors work together to identify, utilise and harness location-specific resources to grow and transform the economy in specific local areas through implementing programmes and projects that build on and showcase opportunities and for addressing empowerment constraints.

Strategic implications for the Tourism Development Strategy

The tourism development strategy for Merafong City must therefore:

- Interact with business, labour and the civil sectors in completing the plan
- Identify tourism resources within the local municipality and indicate how it will be utilised and harnessed to grow the local economy and create jobs through appropriate projects and programmes
- Indicate how it will transform the tourism sector on a local level in terms of national policies
- Indicate how it will participate in national and provincial development programmes

(b) Municipal Structures Act 117 of 1998

Section 84 of the Local Government : Municipal Structures Act, Act 117 of 1998, provides for the division of functions and powers between district and local municipalities. Subsection 2 allocates a list of specific functions and powers of local municipalities. It defines **local tourism** as a local area function. Chapter 5 establishes reciprocal support duties between district and local municipalities.

Strategic implications for the Tourism Development Strategy

Merafong City may regulate, structure and control the tourism industry in its totality within the municipal boundary. It may seek assistance from the District Municipality in this regard.

(c) Municipal Demarcation Act 27 of 1998

This Act provides for the criteria and procedures to determine municipal boundaries.

(d) The Municipal Systems Act 32 of 2000

Chapter 5 of the Municipal Systems Act 32 of 2000 requires that each municipality completes an Integrated Development Plan after the start of its elected term and to review such plan every year.

An Integrated Development Plan reflects the municipal council's vision for the long term development of the municipality, its development priorities, development statistics and action (progress).

In reflecting a municipal council's vision for the long term, the Development Plan must, according to the regulations for the Municipal Systems Act, at least identify:

- Any investment initiatives;
- Any development initiatives including physical, social, economic and institutional development;
- All known projects, plans and programmes to be implemented within the municipality by any organ of state;
- An integrated development plan may refer to maps, statistics or other appropriate documents provided they are open for public inspection.

In terms of Section 26 (d) the council's development strategies must be aligned with any national or provincial sector plans.

The Guidelines for Integrated Development Plans issued by the Department of Provincial and Local Government requires detailed sector plans, such as a Tourism Sector Plan to inform the IDP.

In terms of Section 26 (e) of the Municipal Systems Act a Spatial Development Framework is required for each Municipality.

Where policies, strategies or actions identified in an IDP have a spatial dimension, these have to be accounted for in the Spatial Development Framework.

In turn the Spatial Development Framework is to include guidelines that will inform the development of an appropriate Land Use Management System required for different areas within a Municipality.

The interaction between the IDP, a detailed tourism sector plan, the Spatial Development Framework and the Land Use Management System are illustrated below:

FIGURE 2: SPATIAL DEVELOPMENT FRAMEWORK AND LAND USE MANAGEMENT SYSTEM



Strategic Implications for the Tourism Development Strategy

The Tourism Development Strategy for Merafong City will inform the Integrated Development Plan for Merafong City, specifically relating to:

- Tourism investment opportunities
- Tourism development opportunities
- Tourism projects, plans and programmes

The Tourism Development Strategy should be updated every year to coincide with the annual review of the Integrated Development Plan and to provide appropriate input into such plan.

(e) Municipal Finance Management Act 56 of 2003

This Act allows for the sound and sustainable management of the fiscal and financial affairs of a municipality through a budget which is linked to the Integrated Development Plan and informed by policy.

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy will identify a budget for actions, programmes and projects which will inform the Integrated Development Plan and Budget of the Municipality on an annual basis with the review of the IDP

(f) Disaster Management Act 57 of 2002

This Act provides for an integrated disaster management policy and structure to prevent, reduce the risk of, mitigate and respond to disasters or possible disasters.

Each district municipality must establish a disaster management centre after consultation with the local municipalities within their area of jurisdiction.

The district municipality must complete a district disaster management framework. Each local municipality must complete a disaster management plan within the framework set by the district municipality.

Strategic implications for the Tourism Development Strategy

Disasters have serious implications for tourism and it is therefore extremely important for sustainable tourism that disasters are pre-empted and dealt with effectively and efficiently, including the communication thereof to the general public and the media. Organized tourism within the municipal area should provide input into the Disaster Management Plan for the Municipality, in relation to the management of tourism, especially to ensure that a crises communications plan is included which will mitigate against adverse perceptions about the area as a tourist destination.

1.2 LAWS RELATING TO THE FUNCTION OF TOURISM

(a) National Tourism Act 72 of 1993

The National Tourism Act makes provision for:

- The promotion of tourism
- The regulation and rationalization of the tourism industry
- The maintenance and enhancement of the standard of facilities and services
- The coordination and rationalization of the activities of persons who are active in the tourism industry

In order to achieve the above, the Act:

- Establishes the South African Tourism Board
- Establishes a system and classification scheme for accommodation establishments
- Provides for the registration of tourist guides

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should provide for mechanisms to promote the grading of all accommodation establishments in its area of jurisdiction, regulate the registration of tourist guides in its area of jurisdiction and promote the training and registration of tour guides

(b) Tourism Amendment Act 8 of 2000

This Act further regulates the composition of the South African Tourism Board, to regulate the convening of extraordinary meetings of the Board, and to provide for measures to promote and maintain a sound working relationship between the Board and Provinces.

(c) Tourism Amendment Act 70 of 2000

This Act provides to regulate tourist guides, through:

- Training qualifications for tourist guides
- The registration of services
- A code of conduct for services
- A procedure for complaints, disciplinary measures, appeals and reviews.

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should promote the training of tourism guides and ensure that all tourist guides in the Municipal area are registered with the Gauteng Provincial Registrar, and promote the code of conduct and ethics for tourist guides approved in terms of the Act.

(d) Gauteng Tourism Act 10 of 2001

This Act establishes the Gauteng Tourism Authority, Tourism Advisory Committee, and Tourism Development Fund and defines its mandates as, inter alia:

- To provide for the promotion and sustainable development of tourism in Gauteng
- To provide for the registration of tourism guides, tour operators, couriers, accredited training providers in the tourism industry, hotels, conference centers, restaurants, designated tourism amenities and other accommodation establishments

Strategic implications for the Tourism Development Strategy

In terms of the Act the Tourism Development Strategy must:

- Ensure the registration of all tourism products in the municipal area
- Promote SMMEs in the tourism industry
- Include projects/programmes that could be funded by the Gauteng Tourism Development Fund
- Promote tourism training

1.3 LAWS RELATED TO THE PROTECTION OF THE ENVIRONMENT

(a) National Environment Management Act 107 of 1998 (NEMA)

This Act provides for co-operative environmental governance by establishing principles for decision – making on matters affecting the environment and creating institutions that will promote it.

The regulations in terms of Chapter 5 of the Act provides for :

- A list of activities that would require an environmental authorisation
- A competent authority to deal with environmental authorisations which is the Department of Economic Development and Environmental Affairs
- Applications for environmental authorisations

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should ensure that this Act is applied in order to ensure responsible tourism development with the emphasis on the protection of the natural habitats, underlying ecosystems and other environmentally sensitive areas.

(b) National Heritage Resources Act 25 of 1999

The Act allows for the management of national heritage resources by:

- Empowering civil society to conserve their heritage
- Laying down principles for governing heritage resources
- Introducing a system to identify, assess and manage resources
- To establish the South African Heritage Resources Agency and Council manage the conservation of our heritage
- Setting norms and standards
- Enabling process to establish heritage authorities to manage heritage resources
- Providing for the protection and management of conservation – worthy places and areas by local authorities.

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should provide for the identification of all heritage resources in the Municipal area and to work with the South African Heritage Resource Agency to assess and manage such resources in order to protect its heritage which is important for tourism.

(c) World Heritage Conservation Act 49 of 1999

This Act allows for the recognition and establishment of world heritage sites as well as powers to safe guard them.

(d) Protected Areas Act 57 of 2003

This Act provides for the protection and conservation of ecologically viable areas representative of South Africa's biological diversity and its national landscapes and seascapes. This includes:

- Establishing a national register for local protected areas
- For the management of those areas

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should provide for the identifications of ecologically viable areas representative of South Africa's biological diversity and landscapes within the municipal area.

(e) Biodiversity Act 10 of 2004

This Act provides for the management and conservation of South Africa's diversity, including species and ecosystems that warrant national protection.

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should provide for the identification of ecosystems or species that warrant protection

1.4 LAWS RELATED TO CULTURAL ACTIVITIES

(a) National Sports and Recreation Act 110 of 1998

This Act provides for the promotion and development of sports and recreation

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should provide for the promotion and development of sport and recreation in the local arena and to identify possible local sports events that could attract tourists to the area.

(b) Cultural Institution Act 119 of 1998

This Act promotes support for cultural institutions and establishes a national museums vision.

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should promote cultural institutions and museums in Merafong City

2 KEY POLICY INFORMANTS

2.1 NATIONAL POLICY

2.1.1 The White Paper on the Development and Promotion of Tourism

The White Paper on the Development and Promotion of Tourism in South Africa, 1996 aims to develop the tourism sector in a sustainable manner which will improve the quality of life of all South Africans.

The following principles will guide the development of responsible tourism in South Africa:

- It must be private sector driven with the Government providing an enabling framework
- It must be done with effective community involvement
- It must be underpinned by sustainable environmental practices
- It must be done in cooperation with key stakeholders
- It must benefit and empower previously neglected communities, particularly women

For South Africa to achieve its vision for tourism a number of key conditions have to be met:

- Sustainable environmental management services
- Involvement and participation of local communities
- A safe and stable tourism environment
- Globally competitive practices by offering quality services and value for money
- Innovative and responsive to customer needs
- Focus on product enhancement and diversity, including cultural resources
- Effective tourism training, education and awareness
- Creative and aggressive marketing and promotion
- Strong economic linkages with other sectors of the economy
- Appropriate institutional structures
- Appropriate supportive infrastructure
- Economic benefits for previously disadvantaged communities, especially rural communities, by creating employment opportunities, optimising opportunities for SMMEs
- Social benefits for previously disadvantaged communities through human development, education, training, awareness and capacity building

Of great importance for the Tourism Sector Plan is that the White Paper spells out the roles and responsibilities of local government, the private sector and communities with regard to tourism development on the local level as follows:

Roles and responsibilities of local government

At the local government level, specific provincial functions of policy implementation, environmental planning and land use, product development, marketing and promotion are further supported. Specific functions of local government include:

- Responsible land use planning, urban and rural development
- Control over land use and land allocation
- Provision and maintenance of tourist services, sites and attractions, eg camping and caravan sites, recreational facilities, (parks, historical buildings, sports facilities, theatres, museums, etc) and public services
- Provision of road signs in accordance with nationally established guidelines
- Market and promote specific local attractions and disseminate information in this regard
- Control public health and safety
- Facilitate the participation of local communities in the tourism industry

- Own and maintain certain facilities, eg airports
- Provide adequate parking
- Facilitate the establishment of appropriate public transportation services, ie taxi ranks
- Licence establishments in accordance with national framework
- Promote and financially support the establishment of local publicity associations/community tourism and marketing organisations to facilitate, market, coordinate and administer tourism initiatives

Roles and responsibilities of the private sector

- Collaborate with the government in planning, promoting and marketing tourism
- Involve local communities and previously neglected groups in the tourism industry through local partnerships
- Represent the interests of private business on the boards of national and provincial tourism bodies

Roles and responsibilities of communities

- Organise themselves to play a more effective role in the tourism industry and interact with the government and key role players
- Seek partnership opportunities with the established tourism private sectors
- Participate in decision making with respect to major tourism developments planned or proposed for an area
- Have a representative voice in tourism structures

Strategic implications for the Tourism Development Strategy

Tourism at the local level should be private sector driven and public sector led. Local government must provide an enabling environment which is conducive for tourism growth, which includes providing basic services, provide and maintain public tourism facilities such as parks, provide road signs, exercise responsible land use planning, market and promote local attractions, financially support tourism marketing initiatives and associations.

2.1.2 Responsible Tourism

The responsible tourism guidelines published by the Department of Environmental Affairs and Tourism in 2002 contains guidelines for sustainable tourism development to maximise the socio-economic potential of the tourism industry.

According to the guidelines responsible tourism should be economically, environmentally and socially sustainable.

Economic sustainability

- Assess economic impacts before developing tourism
- Maximise local economic benefits by increasing linkages and decreasing leakages
- Ensure that communities are involved in and benefit from tourism
- Assist with local marketing and product development

Environmental sustainability

- Reduce environmental impacts when developing tourism
- Use natural resources sustainability
- Maintain biodiversity

Social sustainability

- Involve communities in the planning and decision making process
- Assess the social impact of tourism developments
- Respect social and cultural diversity
- Be sensitive to the host culture

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should follow the National Responsible Tourism Development Guidelines for South Africa and the National Eco- Tourism Development Strategy

2.1.3 Millennium Development Goals

One of the adopted Millennium Goals is to ensure environmental sustainability.

Strategic implications for the Tourism Development Strategy

The Tourism Sector Plan should promote environmental sustainability by promoting the implementation of the National Environmental Management Act

2.1.5 Department of Provincial and Local Government 5 Year Plan

The 5 year plan of the Department includes:

- Mainstreaming hands-on support to local government to improve municipal governance, performance and accountability
- Refining and strengthening the policy, regulatory and fiscal environment for local government

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should ensure :

- That the local tourism organisations is formalised, and takes responsibility for managing tourism
- That the tourism sector plan is included into the Integrated Development Plan and that the local authority be held accountable for the execution of tourism projects included in the IDP

2.1.6 ANC Manifesto (2006)

The ANC, in its manifesto for local government, included the following:

- Speed up delivery of services
- Stimulate local economic development
- Build infrastructure
- Create jobs

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy needs to identify projects that will create jobs in the tourism industry, especially through broad-based economic empowerment

2.2 PROVINCIAL POLICY

2.2.1 The Gauteng Growth and Development Strategy

The Gauteng Government moves from the growth perspective that encourages complementary rather than competition between cities in Gauteng, in order to compete with other global destinations as opposed to competing between one another on a local basis.

The following principles guide this perspective:

- Common vision and purpose
- Commitment to purpose and direction
- Alignment of development plans and internal cooperation
- Thinking regionally
- Strong economic clusters and building new inclusive growth sectors
- Flexible functional boundaries
- Building trust and collaboration
- Innovation and creativity
- Functional and integrative governance model, strengthening information flows and sharing as well as consultative inter-component linkages

The following themes guide Gauteng's four primary legislative frameworks:

- Effective partnerships and coordination to improve delivery
- Continued stakeholder engagement
- Innovative and creative flagship projects to act as catalysts for change and good governance
- Measuring progress

In terms of Gauteng's Global City approach it wants to position itself as a leader in provincial government management and delivery in relation to the following macro objectives:

- Reducing poverty and unemployment
- Stimulating shared and inclusive economic growth and investment
- Building sustainable communities and empowering youth, woman and vulnerable groups

Strategic implications for the Tourism Development Strategy

The Gauteng Tourism Development Strategy aims to position Gauteng as a globally competitive tourism destination within the context of the GPG's Global City Region perspective, the Gauteng Growth and Development Strategy and Gauteng's 2014 Vision. On the ground this means linking the economic, financial, industrial, commercial activities and city based entertainment options in the metropolitan region, with a more relaxed scenic and invigorating leisure activities in scenic areas in the north west, north east and south of the province. Whilst Gauteng has well established competitive and geographic advantage as a business tourism destination it also has a competitive and geographic advantage as a leisure tourism destination.

2.2.2 Gauteng Tourism Development Strategy

The vision for tourism in Gauteng is to be the fastest growing and most desirable globally competitive tourism destination, through the delivery of high quality experiences, customer service and tailoring products to ensure a uniquely surprising experience and the highest level of customer satisfaction.

In order to maximize economic and job opportunities tourism development in Gauteng must be focused on achieving the following day to day objectives:

- Delivering a high quality visitor experience, continually surprising and exciting visitors to Gauteng
- Increased visitor numbers, visitor spend and length of stay
- Greater private sector investment in tourism product and small enterprise development
- Responsible development of tourism that is commercially viable, environmentally conscious and culturally sensitive
- The creation of a safe and secure environment for tourists

Strategic implications for the Tourism Development Strategy

The Gauteng Tourism Development Strategy requires of tourism planning to be aligned to national and provincial objectives , to maximise community benefits, to promote private sector investment, to promote small enterprise, be environmentally and culturally sensitive and to create a safe and secure environment for tourists

2.3 DISTRICT POLICY

2.3.1 West Rand Tourism Sector Strategy

The vision for tourism in the West Rand is “to be Gauteng’s most preferred nature and heritage visitor experience”

The policy suggested to achieve this will be:

- To align with the National Tourism Strategy and Gauteng Tourism Strategy
- To give priority to people development
- To concentrate on product development and packaging products
- To develop powerful and distinctive destination experiences
- To manage tourism knowledge and research
- To be competitive but in a sustainable manner
- To continuously realign target markets with the ever changing market landscape
- To leverage mutually beneficial relationships and partnerships

Strategic Implications for the Tourism Development Strategy

The Merafong City Tourism Development Strategy must align with the West Rand Tourism Sector Strategy

3 STRATEGIC INFORMANTS

3.1 ALIGNMENT WITH NATIONAL STRATEGIES

3.1.1 The National Development Plan, 2012

The National Development Plan recognizes that the total contribution of tourism activity to South Africa's gross value added was estimated at over 9 percent in 2008. It recognizes that South Africa has several comparative advantages:

- Natural beauty
- Well managed national and other parks
- A established domestic aviation sector
- Hotel capacity
- A well established personal services industry

South Africa has established itself as a major conference and sports event destination

The key policy issues for the tourism sector in the National Development Plan are:

- Increasing the total number of tourists to South Africa and increasing the total spent by tourists
- Making it easy for visitors to do business in South Africa
- Increasing the level of infrastructure , especially transport and accommodation
- To position South Africa as a business and shopping centre for the region (SADC)
- Linking to the broader biodiversity and range of tourism products in the regions (SADC)

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy needs to link with tourism efforts in Gauteng to increase the level of tourism infrastructure and broaden the total tourism product to attract more foreign visitors

3.1.2 National Tourism Sector Strategy, 2011

The growth strategy for tourism in South Africa are as follows:

The overall vision for tourism in South Africa is to be a top 20 tourist destination in the world by 2020. In order to achieve this, it is proposed to grow a sustainable tourism economy in South Africa, with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships.

The strategy objectives for tourism growth in South Africa are:

Theme 1: Tourism growth and the economy

- To grow the tourism sector's absolute contribution to the economy
- To provide excellent people development and decent work within the tourism sector
- To increase domestic tourism's contribution to the tourism economy
- To contribute to the regional tourism economy

Theme 2: Visitor experience and brand

- To deliver a world-class visitor experience
- To entrench a tourism culture amongst South Africans
- To position South Africa as a globally recognised tourism destination

Theme 3: Sustainability and good governance

- To achieve transformation within the tourism sector
- To address the issue of geographic , seasonal and rural spread
- To promote responsible tourism practices within the sector
- To unlock tourism economic development at a provincial and local government level

With regards to tourism on the local government level, the strategy focus on building capacity through the following:

- To ensure the implementation of the South African local government tourism toolkit
- To ensure the necessary skills level of tourism officials
- To roll out tourism awareness and training programmes for councillors and managers at the local government level
- To ensure that local governments allocate an appropriate budget for tourism
- To ensure that tourism development is considered in all infrastructure projects included in the Municipal IDP's
- Local government to identify key infrastructure projects that could assist in the development of tourism
- To encourage membership of local tourism organisations

(a) International Tourism Growth Strategy

Tourism South Africa have set the following growth targets:

- Volume 5.5% - 6%
- Revenue 12% - 13%

They have decided to concentrate on the following defend and growth portfolios and market segments:

Table 1: Tourism South Africa growth targets

	Defend		Growth	
1	U/C	Working Explorers / Mid-life break	USA	Wonder sites / Family Explorers
2	Germany	Bargainer	UK	Luxury Tour / Short City Break/ Golden Releases
3	France		Germany	Luxury Tour
4	Netherlands	Budget package / Comfort tour	France	Luxury Tour / Package / Explorers
5	Italy	Upper-end tour / Package Adventures	Netherlands	Luxury Tour
6	Lesotho	Traveler / Businessman / VFR	Italy	End Package
7	Swaziland	Traveler / Businessman / VFR	India	Wealthy segment
8	Mozambique	Traveler / Businessman / VFR	Kenya	Businessmen / Conference
9	Zimbabwe	Traveler / Businessman / VFR	Nigeria	Businessmen / Conference
10	Botswana	Traveler / Businessman / VFR	Tanzania	Businessmen / Conference
11	Zambia	Traveler / Businessman / VFR	Mauritius	Businessmen / Conference
12	Namibia	Traveler / Businessman / VFR	Zambia	Businessmen / Conference
13	Rest of Africa	Traveler / Businessman / VFR	Egypt	Businessmen / Conference

In order to achieve this, they adopted the following brand audience categories to advertise South Africa:

- Luxury in Africa
- Value for Money in Africa
- Africa as Hip
- South Africa for Business and Entertainment

(b) Domestic Tourism Growth Strategy (2012 -2020)

The domestic tourism market is comparable with the international tourism market, both in terms of value and size. It has a huge potential for growth, given the fact that only a relative small proportion of the domestic population currently takes holidays.

The growth of the domestic tourism market is specifically important because:

- The domestic tourism market provides significant value to the South African economy
- The domestic market has untapped value and potential for growth
- The domestic tourist provides the base load of the international market

Specific strategies for domestic tourism growth, as identified in the strategy that relates to the area include:

Objective 1: To increase domestic tourism revenue, through

- Innovative attractions
- Maximising the utilization of existing products
- Increase business travel
- Entrenching a culture of travel for all South Africans

Objective 2: To increase the domestic tourism volume, through

- Packaging affordable tourism products
- Review and enhance conversion mechanisms

Objective 3: To enhance measures and efforts addressing seasonality and equitable geographic spread, by

- Maximizing the use of existing tourism assets/facilities
- Differentiated marketing

Objective 4: To enhance the level of the culture of tourism/travel among South Africans, by

- Developing and implementing tourism awareness education programmes
- Enhancing training of tourism product owners and employees and neighbouring communities

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must align with the overall vision for tourism in South Africa:

- It must aim to grow tourism in Merafong City
- It must increase tourism awareness in Merafong
- It must adhere to responsible tourism practises

3.2 PROVINCIAL STRATEGIES

3.2.1 The Gauteng Tourism Development Strategy

The Gauteng Tourism Development Strategy is based on the following:

- To identify and continually monitor core and growth target markets and segments
- Communicate Gauteng's tourism branding elements
- Raise awareness of experiences and destinations
- Improve products, packaging and promotion
- Strengthen gateways, product clusters and linkages
- Identify "quick wins" and "flagship" products
- Facilitate the improvement of product quality, standards and accreditation
- Support transformation
- Provide clarity on the tourism institutional structures and the split of roles and responsibilities between the public and the private sector and implementing authorities

Provincial product strengths that will form the basis for a cluster development approach are as follows:

- Heritage and culture
- Natural attractions and eco-tourism
- Sports, events, entertainment and shopping
- Arts and crafts
- Business and conferencing
- Outdoor activities, adventure and recreation

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must:

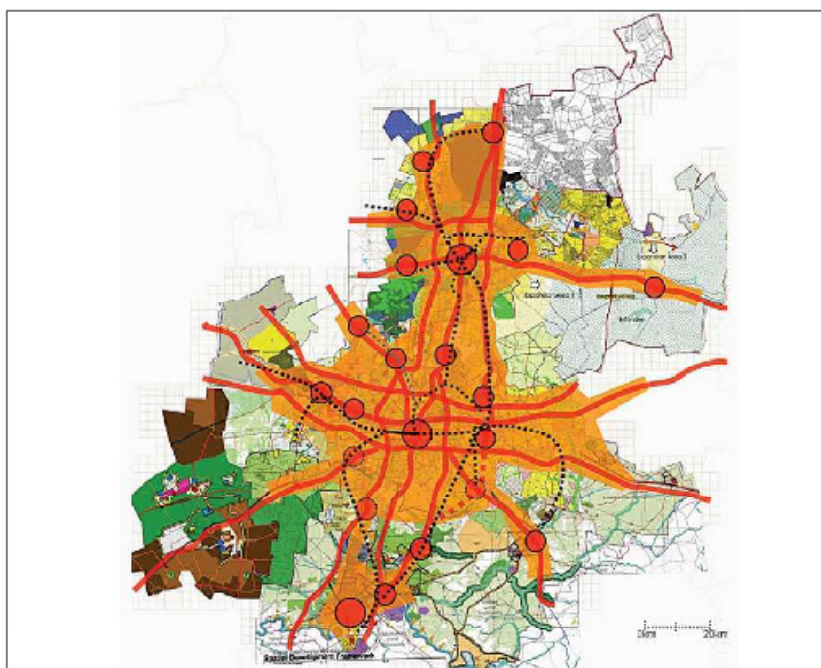
- Align with Gauteng's branding elements
- Align with its tourism institutional structures
- Align with the identified product strengths identified, which in the Merafong context are:
 - ✓ Heritage and culture
 - ✓ Natural attractions and eco-tourism
 - ✓ Arts and crafts
 - ✓ Outdoor activities, adventure and recreation

3.2.2 Gauteng Spatial Development Framework

The main aspects of the Gauteng Spatial Development Framework as it relates to Merafong, are the following:

- The N12 remains a major regional corridor from Johannesburg to Potchefstroom via Merafong
- It allows for the consolidation of urban environment, the urban core within Gauteng, in order to allow for densities which would support a viable mass transport system in future. This does not include the West Rand and Merafong City which is regarded as an outlying centre

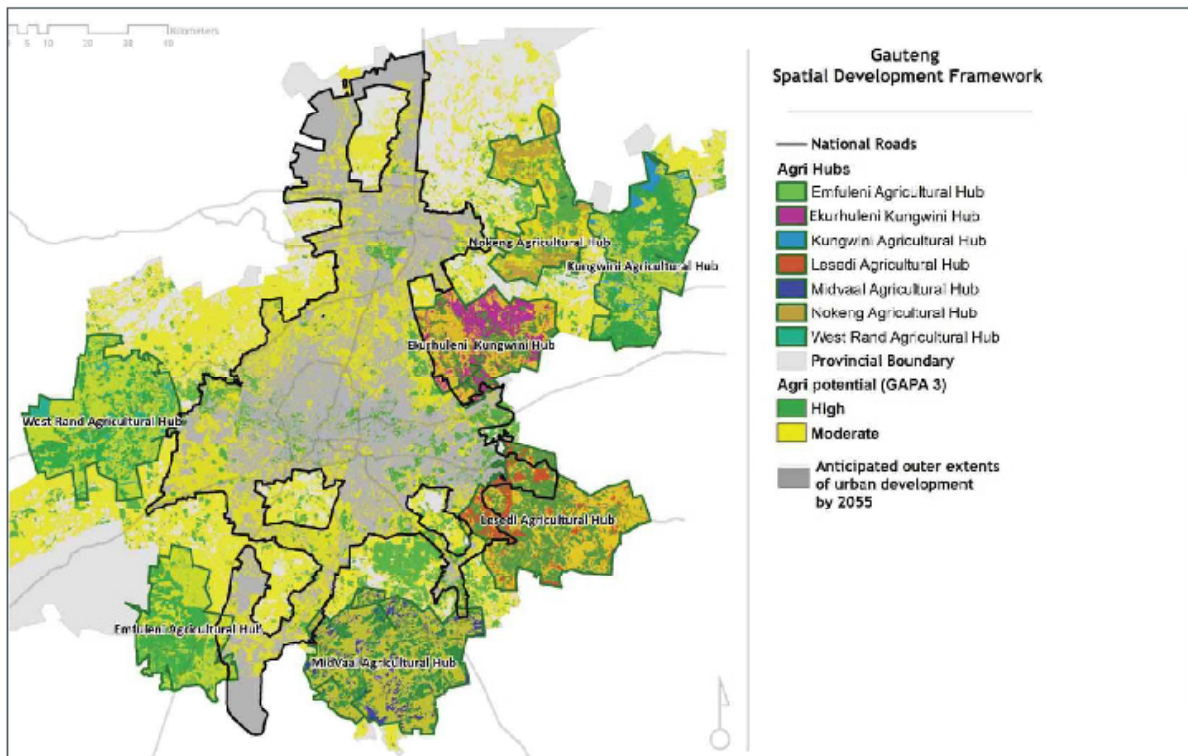
Map 2: Development Concept for Gauteng Province



Source: Gauteng Spatial Development Framework

- The importance of the West Rand and Merafong are its natural environment:
 - ✓ The West Rand, including Merafong, is regarded as an Agricultural Hub for Gauteng

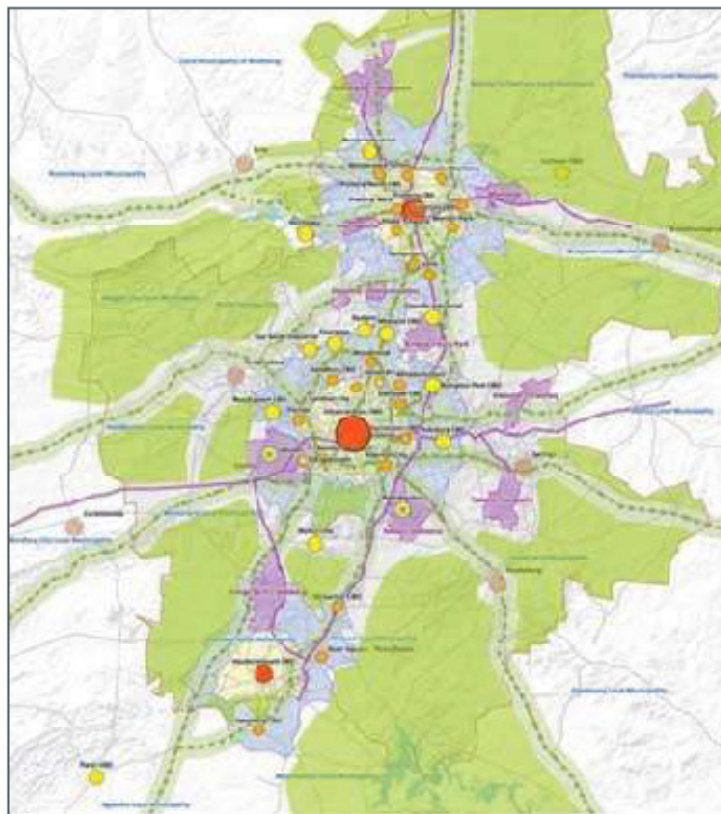
Map 3: Gauteng's agricultural potential and designated agricultural hubs



Source: Gauteng Spatial Development Framework

- ✓ The natural environment in the West Rand and Merafong are regarded as important to sustain a regional open space system in Gauteng in the future

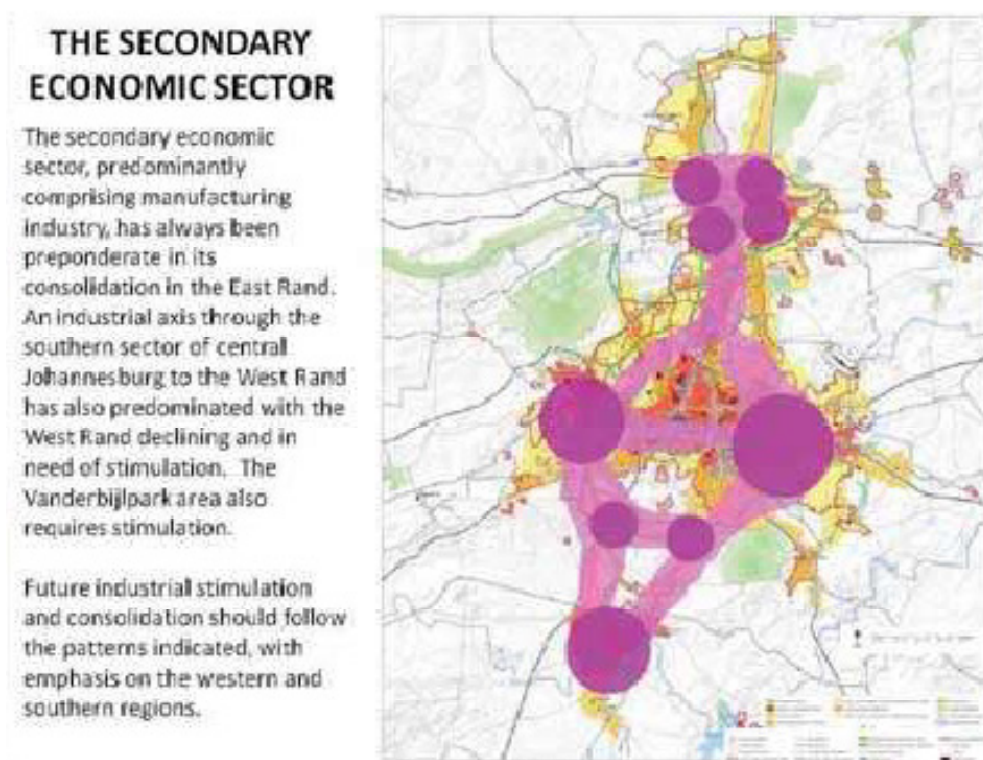
Map 4: The regional open space and green system for Gauteng



Source: Gauteng Spatial Development Framework

- Merafong is regarded as an important hub for industrial consolidation in future as part of an industrial axis through the southern sector of central Johannesburg to the West Rand with the West Rand in a declining phase because of a declining mining industry and in need of stimulation.

Map 5: Indicative patterns of future manufacturing consolidation in Gauteng



Source: Gauteng Spatial Development Framework

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must support the vision that Merafong is regarded as an important agricultural hub within Gauteng and its natural environment is regarded as critical to sustain a future open space system in Gauteng. It is therefore imperative that Merafong will look to preserve its agriculture and natural environment and concentrate on agri-tourism and eco-tourism

3.3 DISTRICT STRATEGIES

3.3.1 West Rand District Municipality Tourism Sector Strategy

The strategic clusters, thrusts and actions included in the West Rand District Municipality Tourism Sector Strategy are as follows:

Cluster 1: Tourism Growth and Development: Demand

The priority markets for the West Rand are:

1. The Domestic market:

Core:

- 1.1 West Rand
- 1.2 Western Gauteng
- 1.3 Northern Gauteng
- 1.4 Rest of Gauteng

Opportunity/Investment:

- 1.5 North West
- 1.6 Limpopo

The target segments are seen as:

1. Independent couples and families
2. Young and upcoming
3. Well-off homely couples
4. Schools/colleges/universities
5. Clubs and churches
6. Basic needs older families

2. Europe

3. SADC

Cluster 2: Tourism Growth and Development: Supply

The opportunities for tourism development on the West Rand are seen as:

- Events
- Scenic outdoor recreation
- Water/river based recreation
- Mining tourism
- Agri tourism
- Avi tourism

The top projects for the development of tourism on the West Rand are seen as:

1. Events Programme
2. Water/river based multi-use visitor recreation complexes
3. Greening/beautifications and scenic enhancement projects
4. Scenic outdoor recreation facilities
5. Visitor information centre multi use complex
6. Mobile activity packaging programme

Cluster 3: People development

The priority strategic actions in this regard is seen as:

- Promote BBBEE business
- Support training and skills development
- Encourage black entrepreneurs to enter the industry
- Promote decent work
- Create careers in the industry
- Support service satisfaction/excellence programmes
- Build tourism awareness
- Support product development

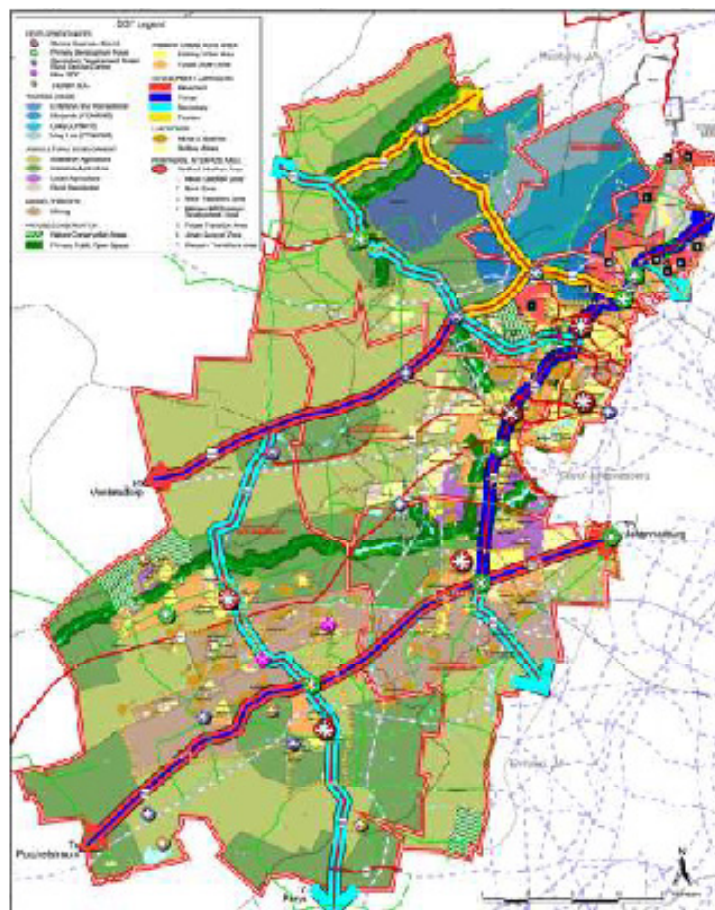
Cluster 4: Enablers of growth

The priority strategic actions in this regard is seen as:

- Support the national tourism exchange program
- Support the national safety campaign
- Improve transportation

3.3.2 West Rand District Municipality Spatial Development Framework

**Map 6: West Rand District Municipality
Spatial Development Plan**



Source: West Rand Spatial Development Framework

The strategy for development outside the urban edge are:

- Agricultural development
- Conservation
- Recreation
- Tourism

The strategy for tourism are defined as:

- Adventure tourism
- Eco-tourism
- Enviro-tourism
- Agri-tourism

The tourism nodes in the District are defined as:

- Magaliesburg
- Hekpoort

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must:

- Align to the priority markets identified for the West Rand
- Align with the tourism development opportunities identified for the West Rand. In the Merafong context it will be:
 - ✓ Scenic outdoor recreation
 - ✓ Mining tourism
 - ✓ Agri-tourism
 - ✓ Avi-tourism
- Support the development of people
- Provide an enabling environment for the development of tourism by ensuring the safety and security of visitors and to improve transportation

3.3.3 West Rand District Municipality LED Strategy

The main local economic development thrusts for the West Rand are:

1. Expanding the agricultural sector
2. Industry and beneficiation
3. Waste recycling and processing
4. SMME development
5. Human Resource development
6. Tourism Development

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must

- Focus on agri-tourism
- Develop people

3.3.4 West Rand District Municipality Growth and Development Strategy

The main strategies included in the West Rand Growth and Development Strategy are:

- Expanding the agriculture and agro-processing industry
- Stimulating mining, mineral processing and beneficiation
- Increasing manufacturing opportunities
- Strengthening and promoting tourism through:
 - ✓ Marketing and branding it as a unique tourism destination
 - ✓ Marketing it through information distribution points
 - ✓ Developing and upgrading tourism infrastructure and support services
 - ✓ Developing a tourism information database
 - ✓ Tourism product innovation and expansion and through the improvement of current attractions and the development of tourism routes
 - ✓ The establishment of a tourism forum
 - ✓ Tourism and hospitality skills development

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must focus on agri-tourism, and identify innovative tourism products to develop

3.3.5 The West Rand District Municipality Bioregional Plan

According to the West Rand Bioregional Plan, 63% of the West Rand is in a natural or near natural state and 28% are used for agriculture.

There are 12 threatened plant species and 20 threatened animal species. Approximately 50% of the West Rand therefore are therefore identified as protected and critical biodiversity areas that requires protection.

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy must focus on preserving its natural environment and use this tourism asset to grow eco-tourism

3.3.6 The West Rand District Municipality Integrated Development Plan

The main issues in the West Rand District Municipality IDP relating to tourism development are:

- The development of "Green Tourism"
- The need for the establishment of a Regional Tourism Organization
- The need for tourism research

Strategic Implications for the Tourism Development Strategy

The Tourism Development Strategy must align to the development of "Green Tourism"

3.5 LOCAL STRATEGIES

3.5.1 Merafong Growth and Development Strategy, May 2014

According to the Merafong Growth and Development Strategy, Merafong does not exhibit a comparative advantage in the tourism sector because of a lack of tourist attractions and accommodation.

The constraints to tourism is perceived as:

- A perception that Merafong is not a prime tourist destination
- A lack of tourism infrastructure
- Poor quality roads
- Lack of accommodation
- Lack of a marketing strategy
- Inadequate packaging of tourist attractions
- Lack of skills

The areas of potential is seen as:

- Alignment with the Treasure Corridor Spatial Development Initiative
- Cooperation with mines in terms of tourism initiatives, especially with regards to nature reserves. The development of a continuous "corridor" of vacant mine land into a reserve
- Tourism sites: Matabele Kraals, Caves, Anglo-Boer War trenches, Deelkraal paleontological sinkhole
- Dam near Khutsong
- Eco-tourism
- Adventure tourism
- Mining tourism

The strategy proposes the following:

- Develop Kraalkop, Abe Bailey, and Gatsrand Nature Reserves
- Develop township tourism
- Develop a tourism route
- Develop a Tourism Information Centre along the N12
- Develop a cultural village along the N12
- Develop existing tourism sites

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should focus on :

- Eco-tourism
- Adventure tourism
- Mining tourism

3.5.2 Merafong Integrated Development Plan 2014/2015

The IDP recommends the promotion of local economic development, including tourism

It provides for the following projects:

- The upgrading of the Groot Trek Monument
- A feasibility study for a mine museum
- Heritage site development

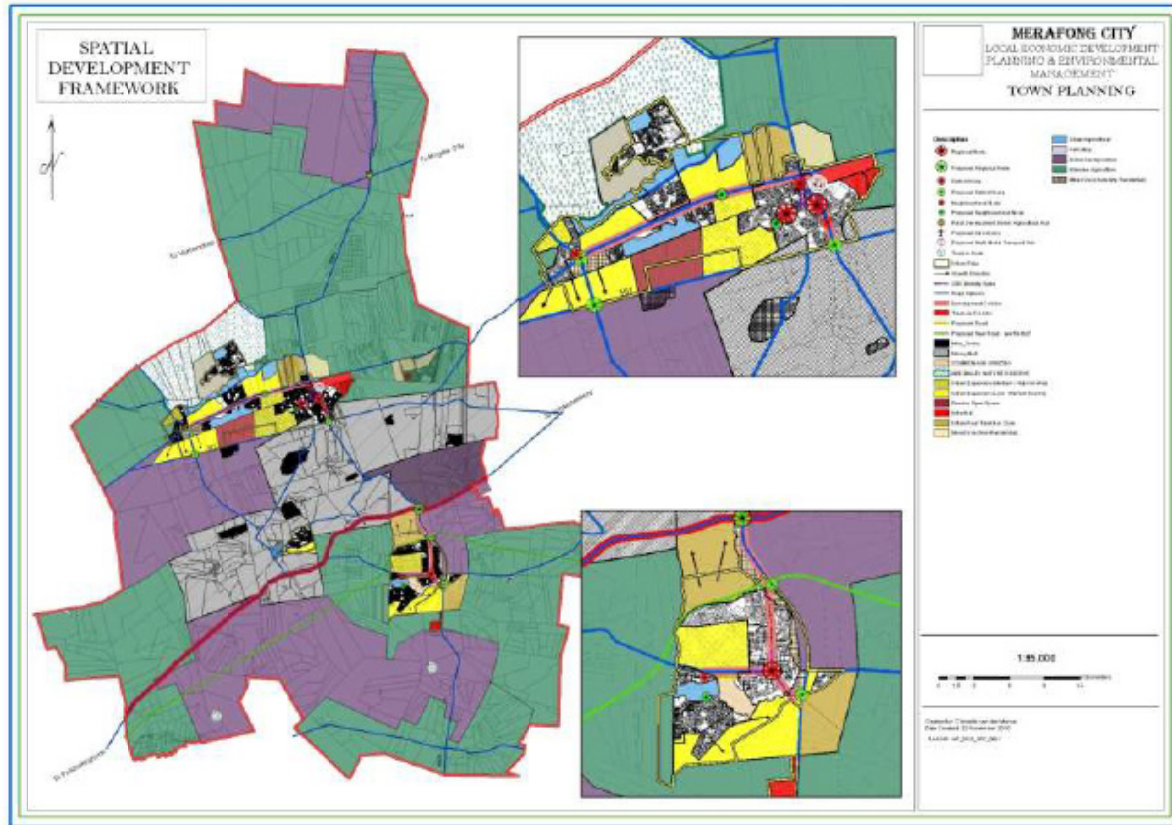
Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should focus on:

- Mining tourism
- The development of heritage sites

3.5.3 Merafong Regional Spatial Development Plan

Map 7: Merafong Spatial Development Plan



Source: Merafong Spatial Development Framework

According to the Merafong Regional Spatial Development Plan, the following areas of high potential can be identified:

- Klipdrift Dam
- Losberg
- The N12/P149 tourism node containing historic monuments
- Abe Bailey Nature Reserve

It identifies the following tourism areas and facilities with the Municipal area:

- Ruins of Matabele Settlement
- Lepalong Caves
- Jachtfontein Farm which boasts a church built during the Anglo-Boer War
- Klein Losberg Voortrekker Fort and Tlokwe Ruins
- Historic School and Voortrekker Fort on the farm Elandsfontein
- The Danie Theron Monument
- The Abe Bailey Nature Reserve
- The Johannesburg Skidiving Club

It identifies the following key areas of tourism development:

- The largest caves in Southern Africa , such as Kleinfontein Caves
- Mining related tourism

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should focus on:

- The development of heritage sites
- Eco-tourism
- Adventure tourism

3.5.4 Merafong State of the Environment Report

According to the State of Environment Report, Merafong incorporates 6 veld types , none of which is sufficiently conserved. No ridges are currently conserved, while 9% of wetlands in the municipality are conserved

Strategic implications for the Tourism Development Strategy

The Tourism Development Strategy should aim to preserve its natural environment and link that to the development of eco-tourism

4 SUMMARY

4.1 LEGAL IMPLICATIONS FOR MERAUFONG

Table 2: Legal implications for Meraufong

Legal Document	Implications	Result
(a) Municipal Functions		
Constitution	Tourism is a function of local government	Develop and promote tourism
Municipal Structures Act	Tourism is a function of local government	Develop and promote tourism
Municipal Demarcation Act	Determine the boundaries of the municipality	The boundary of Meraufong City
Municipal Systems Act	Provides for the Integrated Development Plan and Budget for the Municipality	The inclusion of tourism development strategy and budget into the IDP
Municipal Finance Management Act	Provides for a budget for the municipality	The inclusion of tourism related costs into the budget
Disaster Management Act	Provides for Disaster Management	Disaster Management
(b) Tourism Functions		
National Tourism Act	Provides for the promotion and regulation of tourism	Grading, classification and registration of accommodation establishments and tour guides
Gauteng Tourism Act	Promotion and sustainable development of tourism in Gauteng The registration, training and monitoring of tour guides The establishment of the Gauteng Tourism Development Fund The registration of tourism products	Registration of tourism products and tour guides
(c) The protection of the environment		
National Environment Management Act	Protecting the environment	Protected environment
National Heritage Resources Act	Protecting heritage resources	Protected heritage resources
World Heritage Conservation Act	Protecting World Heritage Sites	Protected World Heritage Sites
Protected Areas Act	Protecting ecologically viable areas	Protected environment
Biodiversity Act	Conserving the biodiversity of South Africa	Protected environment
National Sports and Recreation Act	Promoting the development of recreation areas	Recreation areas
Cultural Institutions Act	Support for cultural institutions	Support for local cultural institutions

4.2 POLICY IMPLICATIONS FOR MERAUFONG CITY

Table 3: Policy Implications for Meraufong City

Policy Document	Legal Implications	Result
White Paper on the incorporation of Responsible Development and Promotion of Tourism in South Africa	National Guidelines for responsible tourism	Incorporation of Responsible Tourism guidelines into Meraufong City Tourism Development Strategy
Integrated Sustainable Rural Development Programme	Capacity Development; communication, integration and coordination of rural development	Improved capacity, integration and coordination
Responsible Tourism	Economic social and environmental responsibility	Responsible tourism in Meraufong City Tourism Development Strategy
Millenium Goals	Environmental sustainability	Environmental Sustainability in Meraufong City Tourism Development Strategy
DPLG 5 Year Plan	Support to local government; strengthen policy in local government	Improved capacity in Meraufong City Municipality
ANC Manifesto	Speed up delivery of services, stimulate LED; build infrastructure	Support for the delivery of services, infrastructure and LED in Council/IDP
The Gauteng Growth and Development Strategy	Strengthening Gauteng as a globally competitive tourism destination	Growing the leisure activities in the scenic Meraufong area
Gauteng Tourism Development Strategy	To provide an enabling environment for tourism	An improved enabling environment for tourism in Meraufong
The West Rand Tourism Sector Strategy	To align with the West Rand's vision to be Gauteng's preferred nature and heritage visitor experience	Growing the nature and heritage visitor experience in Meraufong

4.3 STRATEGIC IMPLICATIONS FOR MERAFONG CITY

Table 4: Strategic implications for Merafong City

Strategic Document	Strategic Implication	Result
National Development Plan, 2012	Increase the level of infrastructure; making it easy for visitors to do business in South Africa	More visitors to South Africa
SA Tourism Growth Strategy	Market the country's tourism products	Increased marketing of Merafong as a tourism destination
SA Tourism Investment Mobilization Strategy	To focus on investment in tourism	A clear strategy to direct investment into tourism
Gauteng Tourism Development Strategy	Align with Gauteng's branding elements Align with the identified product strengths of Gauteng	A clear strategy to develop heritage and culture, natural attractions and eco-tourism, arts and crafts, and outdoor activities, adventure and recreation
Gauteng Spatial Development Framework	To preserve agriculture and the natural environment	A clear strategy for agri-tourism and eco-tourism
West Rand District Municipality Tourism Sector Strategy	To align with the identified tourism market of the West Rand To align with the identified opportunities for tourism development	A clear strategy to develop scenic outdoor recreation, mining tourism, agri-tourism and avi-tourism
West Rand District Municipality Spatial Development Framework	To align with the identified opportunities for tourism development To link with the identified tourism nodes	A clear strategy to develop adventure tourism, eco-tourism, enviro-tourism, and agri-tourism A clear strategy to link with the tourism nodes of Magaliesburg and Hekpoort
West Rand District Municipality LED Strategy	To expand the tourism industry	A clear strategy to support the agricultural sector through agri-tourism
The West Rand District Municipality Growth and Development Strategy	To strengthen and promote tourism development	A clear strategy for agri-tourism
The West Rand District Municipality Bioregional Plan	To preserve the natural environment	To support the preservation of the natural environment through eco-tourism activities
The West Rand IDP	The Development of "Green Tourism"	To support "Green Tourism" through eco-tourism activities
Merafong City Growth and Development Strategy	To grow the little comparative advantages for tourism in Merafong which is identified as the nature reserves	A clear strategy for the development of eco-tourism and adventure tourism
Merafong City IDP	To promote tourism through its heritage resources	A clear strategy for heritage development
Merafong Regional Spatial Development Plan	To promote the development of heritage and natural resources in Merafong	A clear strategy for eco and enviro-tourism as well as the development of its heritage resources
Merafong State of the Environment Report	To promote the preservation of its unique natural environment	A clear strategy for eco and enviro-tourism

4.4 ALIGNMENT

Co-ordination of policy and programmes are extremely important. It is therefore necessary to view the programmes and policy of the various levels of:

4.4.1 Policy Alignment

The policy of the different levels of Government aligns as follows:

Table 5: Merafong policy alignment

National	Provincial	District
Policy, strategy, regulations, governance, and monitoring and evaluation	Improve quality assurance Improve logistics and red tape Benchmarking Ensure dispersion to rural areas	Enhance research and knowledge management Maintain a tourism database Prioritize tourism at the local level Collaborative partnerships
Tourism growth and development	Promote targeted marketing campaigns Identify entrepreneurial opportunities Encourage diversification	Tourism market segmentation, positioning and distribution Product development and investment promotion
People development	Improve training and skills development Support cultural industries Address vulnerable workers Support SMME's	Promote BBEEE Encourage black entrepreneurs to enter the tourism industry Support service satisfaction/excellence Build tourism awareness
Enablers of growth	Expand existing tourism infrastructure and services	Improve transportation Support the national safety campaign

4.4.2 Strategy Alignment

Table 6: Merafong strategy alignment

National	Provincial	District	Local
Marketing South Africa as a tourism destination "Inspiring new ways"	Market the Gauteng as a tourism destination: "Africa's most visited, vibrant, big-city experience....It starts here"	Market the West Rand District Municipality as a tourism destination: "Gauteng's most preferred nature and heritage visitor experience" "Discover the great outdoors on your doorstep" Align marketing tools and activities	Market Merafong City as a tourist destination
Infrastructure Development	Infrastructure investment: strategic, bulk, socio-economic	Improve road infrastructure Minimize pollution Improve public transport Arrest urban decay Improve signage Improve tourism information Scenic view spots Clean-up of primary tourism roadways and visitor facilities	Improve quality of roads/new road linkages Increase accommodations establishments Improve public transport Improve aesthetics of towns (CBD's)
Improve safety and security awareness	Improving levels of safety and security; Provincial Tourism Safety and Awareness Forum	Improve levels of safety and security Support national safety campaign	Improve levels of safety and security
Skills Development	To provide excellent people development	Produce the required skills at all levels, particularly management and entrepreneurial skills	Skills development
Tourism information and research	Enhance the capacity of research and knowledge management	Enhance capacity of research and knowledge management Tourism consumer feedback system Maintain a tourism database	
Diversifying Tourism Products	To unlock tourism economic development in Gauteng	Develop a product and investment development plan: Scenic outdoors Culture Heritage Conferencing Events Wildlife Mining discoveries Agri-tourism Business travel	Eco-tourism Adventure tourism Mining tourism Recreation facilities Avi-tourism Karst-related tourism
Transforming the Tourism Industry	To achieve transformation in the tourism industry	Promote BBBEE Encourage black entrepreneurs to enter the tourism industry Support national people development plan Training of tourism information officials	
Responsible tourism	To promote responsible tourism practises	Promote adherence to responsible tourism standards and guidelines	
Tourism awareness	To entrench a tourism culture amongst Gauteng residents	Work with national programmes to build awareness and understanding of tourism amongst communities	
Making it easier for visitors to do business in South Africa	Raise awareness of experiences and destinations	Improve transportation	Provide a Tourism Information Centre

5. STRATEGIC IMPLICATIONS FOR THE TOURISM SECTOR PLAN

The legal and policy framework on a national and provincial level have highlighted the following aspects that are important with regard to tourism development in Merafong City:

- Tourism should be government led, private sector driven and community based
- Tourism development should adhere to responsible tourism development principals to secure that tourism development is sustainable
- Heritage resources should be protected
- Environmental sustainability
- Develop the capacity of local government , also to grow tourism
- Support the grading of establishments
- Support the registering of tourism products and tour guides
- Provide an enabling environment for tourism to flourish
- Strengthen policy including tourism related policy
- Increase the promotion and marketing of tourism products

SECTION C: SITUATION ANALYSIS

SECTION C1: SOCIO-ECONOMIC CONTEXT

1.1 LOCALITY

Map 8: Locality Map



Source: Merafong Spatial Development Framework

Merafong City local municipality is situated in the south western part of Gauteng Province and form part of the West Rand District Municipality and incorporates the following areas:

- Carletonville
- Fochville
- Welverdiend
- Wedela
- Khutsong
- Kokosi
- Greenspark
- Blybank

As well as mining towns:

- Blyvoor
- Doornfontein
- Deelkraal
- Elandsrand
- Bently Park
- East and West Driefontein
- Western Deep Levels

1.2 DEMOGRAPHICS

1.2.1 Population

According to the Census 2011 Merafong population is approximately 197520

1.2.2 Age

The population can be considered a young population with 62.2% of the population younger than 35

1.2.3 Gender

Approximately 54.3% of the population are male

1.3 SOCIO-ECONOMIC INDICATORS

1.3.1 Education

Approximately 51.5% of the population have secondary education

1.3.2 Employment

The official unemployment rate is 27.2%. The labour force participation rate (the percentage of working-age persons) was 63.9% in 2011

1.3.3 Income

Approximately 15.3% of the households in Merafong had no income at all, whilst 50% of the households earned less than R3200 per annum which means that half of the households in Merafong experience difficulty in meeting basic needs

1.3.4 Access to Services

Households in Merafong have access to services as follows:

- Water: 93%
- Sanitation: 81%
- Electricity: 67%
- Refuse removal: 59%

1.3.5 The economy

The GDP of Merafong was estimated at R14.9 billion in 2012. The economy is still dominated by the mining sector which contributed 50.7% to the GDP of Merafong in 2011.

1.4 SUMMARY

Table 7: Strategic implications: Socio economic context

Issue	Objective
Low levels of education	Tourism awareness Appropriate communications Develop skills
Low Employment levels	Grow tourism Develop SMME's
Low income	Promote Equitable business practices
Underdevelopment	Develop history/heritage/cultural products Develop arts and crafts

1.5 STRATEGIC IMPLICATIONS FOR THE TOURISM SECTOR PLAN

Tourism developments will have to take cognisance of the socio-economic circumstances:

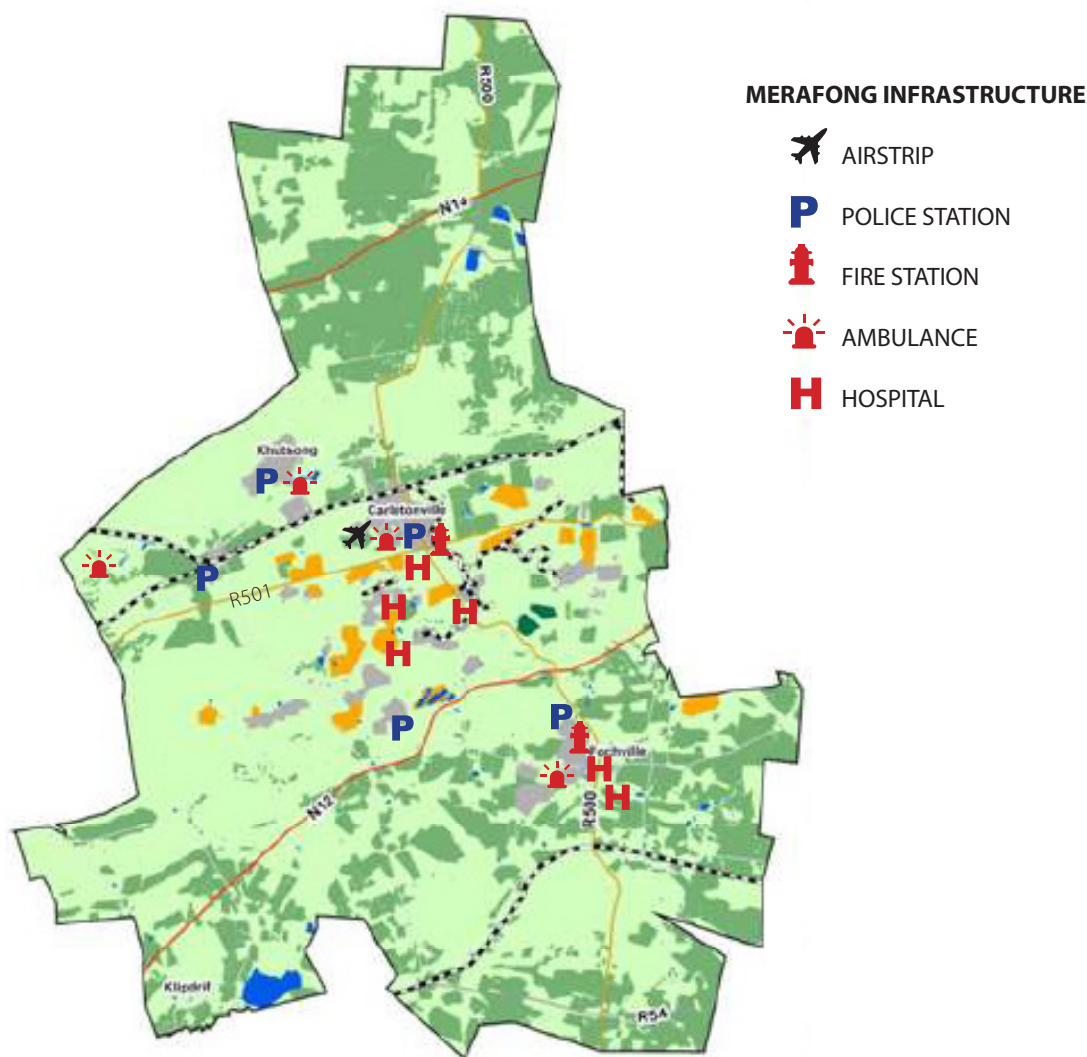
- Tourism awareness programmes to create an awareness for tourism in communities
- The development of tourism products especially in the townships

SECTION C2: INFRASTRUCTURE ASSESSMENT

2.1 INTRODUCTION

Good infrastructure and services are required to support the tourism industry. It is therefore necessary to reflect on the existing situation with regard to both hard and soft services and to identify areas where improvements may be required.

Map 9: Infrastructure in Merafong



Source: Merafong Spatial Development Framework

2.2 UTILITY SERVICES

The situation regarding the status of utility services are as follows:

2.2.1 Water Supply

At present Merafong City receives all its water from Rand Water

2.2.2 Sanitation

Merafong City supplies water and sanitation to all consumer at the National Standard

2.2.3 Electricity

Merafong City provides electricity to all its areas, except for Khutsong Proper which is served directly by ESCOM

2.2.4 Solid Waste Disposal

All solid waste is disposed of at the Rooipoort landfill site near Blybank

2.3 ROADS

National Roads:

The N14 and N12 traverse the northern and southern halves of the municipal area respectively. These roads provide east to west mobility and link the municipal area to higher order centres, Johannesburg and Pretoria.

Provincial Roads:

The R500 provide a north to south mobility and link Carletonville and Fochville with each other as well as to the N14, Parys and Vereeniging.

The R501 links Welverdiend-Khutsong-Carletonville to Randfontein as well as to Potchefstroom.

District Roads:

The D1648 and K156 link Wadela and Kokosi to Fochville and Carletonville

2.4 AIR

The O R Thambo International Airport remains the most important airport to provide access to Merafong, which is only an hour's drive from Carletonville.

Lanseria International Airport, west of Johannesburg, near Krugersdorp, are closer than the O R Thambo International Airport, and can be accessed via the N14

The Merafong Municipal area is served by 3 minor airstrips: The Carletonville airstrip is located to the west of Carletonville, next to road P89-1, and is used by the Johannesburg skydiving club. The Fochville airstrip is located south of Fochville, next to road K211. This airstrip is mainly used by the businessmen in the Fochville area and the mining industry. A third is located on the farm Blaauwbank. A new aerodrome has been proposed about 10 km from Fochville which will significantly improve Merafong's accessibility by air. It will be able to accommodate medium sized passenger and freight planes.

2.5 RAIL

The Municipal area is served by two railway lines, both traversing the municipal area in an east-west direction. The southern railway line is a freight railway line serving the Fochville industrial area, linking it with Potchefstroom and Vereeniging. The northern railway line runs parallel to road P89-1, linking Welverdiend, Khutsong, Carletonville and Blybank with Potchefstroom and Johannesburg. This is a commuter line.

2.6 PUBLIC TRANSPORT

Minibus taxis

Minibuses carry the largest number of passengers compared to all modes in Merafong City, generally due to its flexibility and perceived efficiency.

There are 11 taxi facilities in Merafong City:

- Carletonville CBD: Carletonville
- Carletonville CBD: Oberholzer
- Khutsong: Proper
- Khutsong: South
- Wedela 1
- Wedela 2
- Kokosi
- Fochville
- Blybank
- Welverdien
- Greenspark

Bus facilities

Various buses in Merafong City are operated by mining companies

2.7 FUEL SERVICES

There are numerous 24 hour fuel services available in Merafong

2.8 SIGNAGE

Signage in Merafong is outdated, inadequate and inconsistent.

2.9 EMERGENCY SERVICES

2.9.1 Police

There are Police Stations at:

- Carletonville
- Khutsong
- Waverdine
- Wedela
- Fochville

2.9.2 Fire

Fire control is managed by Merafong City Municipality through a Fire Station in Carletonville and Fochville

2.9.3 Traffic

Merafong have a Traffic Department.

2.9.4 Medical Care

There are various hospitals in Merafong City:

- Carletonville Hospital
- Leslie Williams Memorial Hospital between Carletonville and Fochville
- Fochville Hospital
- Western Deep Levels Hospital
- Blyvoor Hospital

2.9.5 Ambulance Services

There are various emergency medical services available in Merafong City:

- Khutsong EMS
- Carletonville EMS
- Fochville EMS

2.10 Telecommunications

Fax and internet facilities are available throughout Merafong City

1.12 Strategic Implications for the Tourism Sector Plan

- **Signage should be improved in Carletonville**
- **The quality of roads should be improved**
- **Improve the aesthetics of the CBD of Carletonville**
- **Improve public transportation**

SECTION C3: TOURISM SUPPLY

3.1 BACKGROUND

Tourism supply are the resources that attract tourist to this region and what the region can offer the tourist – it's assets and attributes which are appealing to tourists.

The survey of tourism Merafong included:

- Interviews with tourism officials and product owners
- A site visit to each identified product

For the purpose of this study, tourism supply includes:

- Attractions
- Activities
- Accommodation establishments\Services
- Events

A full list of all attractions together with its coordinates is supplied in Annexure

The attractions, activities, facilities and services are evaluated in terms of:

- the level of development
- the popularity with tourists
- the potential as a tourist attraction

Each of these aspects will be rated on a scale from 1 to 10.

3.2 TOURISM RESOURCES IN MERAFONG

The following tourism resources have been identified in Merafong

Table 8: Tourism Resources in Merafong

Attractions	Description	Location
Historic Attractions		
Historic Church	Built in 1861. Burnt down by the British during the Anglo Boer War and rebuilt in 1905	Farm Jactfontein
Voortrekker Fort	Built in 1842 by Voortrekker leader, Andries Potgieter. Also used during the Anglo Boer War	Farm Elandsfontein
Abe Bailey House	Built in the early 1900's by Sir Abe Bailey as his hunting lodge. Now converted to offices of the Abe Bailey Nature Reserve	Abe Bailey Nature Reserve
Historic School	Built in 1903	Farm Elandsfontein
Historic Farmhouse	Built by President Andries Pretorius. Only the ruins now left	Farm Rhenosterfontein (Losberg Lodge)
Historic Farmhouse	Built in 1846	Farm Gerhardminnebron
Historic irrigation channel	Irrigation channel built in the eye of Gerhardminnebron to irrigate lands from the water of this fountain	Farm Herhardminnebron
Heritage Attractions		
Oosthuizen Monument	A monument to commemorate the Oosthuizen family that perished when their home was swallowed by a huge sinkhole in August 1964, never to be seen again	Blyvooruitzicht Mine Village
Great Trek Plaque	A plaque to commemorate the Great Trek when Voortrekkers who came to this area in 1836	Farm Elandsfontein
Great Trek Monument	Monument erected in 1936 to commemorate the 100 th anniversary of the Great Trek of 1836	Fochville
Tlokwe Ruins	Remnants of an iron age settlement	Farm Rhenosterfontein (Losberg Lodge)
Voortrekker Grave	Grave of Hendrik Lambert Bronkhorst , died 6 January 1841	Farm Gerhardminnebron
Ruins of Twana settlement	The ruins of a Twana Tribe, Molotswane, built in the mid 18 th Century	Deelkraal
Grave of early Settler	Grave of Barlomeus Harmse , about 1835/6 , who settled in the area prior to the Great Trek and who was killed by a Buffalo	Farm Buffelsdoorn
Ruins of Iron Age Leghoya	Ruins of iron age Leghoya Tswana Tribe dating back to the 15 th Century	Askoppies on the Farm Tygerfontein
Danie Theron Monument	Monument erected for Commandant Danie Theron a famous Boer scout who died in the Anglo Boer War on that site at the hands of British troops	Gatsrand on the R501 to Potchefstroom
Lepalong Caves (Hut Grotte)	A cave where Kwena people fled from Chief Mzilikazi from 1827 to 1836 by creating an underground village comprising 70 stone and daub houses in the cave	West Driefontein Mine

Ireland Bergh Memorial Stone	A memorial stone erected in remembrance of two mine captains killed in a rock fall in 1964 at the Blyvooruitzicht mine offices	Blyvooruitzicht Mine
Khutsong Township Tour	A informal township tour exist in Khutsong	Khutsong
Nature Attractions		
Eye of Elandsfontein	The fountain on the farm Elandsfontein	Farm Elandsfontein
Eye of Gerhardminnebron	The fountain on the farm Gerhardminnebron	Farm Gerhardminnebron
Gerhardminnebron Wetland	Wetland caused by the fountain on the farm Gerhardminnebron	Farm Gerhardminnebron
Abe Bailey Wetland	Wetland in the Abe Bailey Nature Reserve	Abe Bailey Nature Reserve
The Mooi River	Mooi River	Flowing east to west through Merafong
The Loop River	Loop River	Flowing east to west through Merafong
Klipdrift Dam	Dam in the Loop River	R54 to Potchefstroom
Khutsong Dam	Dam in the Mooi River at Abe Bailey Nature Reserve	Khutsong
Kraalkop Game Reserve	A game reserve of 700 hectares	On the R500 between Carletonville and Fochville
Abe Bailey Nature Reserve	A Nature Reserve of 4200 hectares	On the Welverdiend Road to Khutsong
The Gatsrand Mountain Range	Gatsrand Mountain Range	South of the N12
The Losberg Mountain Range	Losberg Mountain Range	South Fochville
Old Balhambra Tree	A Balhambra tree of about 107 years old	Farm Rhenosterfontein (Losberg Lodge)
Karst related Attractions		
Wonderfontein Cave	Cave on the farm Wonderfontein	Farm Wonderfontein
Abe Bailey Caves	Caves on the Abe Bailey Nature Reserve	Abe Bailey Nature Reserve
Lepalong Caves (Hut Grotte)	Caves on the farm Kleinfontein near Deelkraal Mine	4 km east of West Driefontein Mine
Rock Museum	A display of 107 rock samples taken from various mines in the area displaying features of the Ventersdorp Contact Reef. Completed by Miningtek, a division of the CSIR in 1994	Carletonville Library
The Eye of Gerhardminnebron	The fountain on the farm Gerhardminnebron	Farm Gerhardminnebron
Paleo Sinkhole	An ancient sinkhole caused by water erosion over thousands of years	Farm Doornfontein
Sinkhole	Sinkhole on the Farm Blaauwbank	Farm Blaauwbank
Agricultural Attractions		
Living Gold Roses	A 10 hectare rose farm that export cut roses. It produces about 2m stems per month and export to 5 continents. Tours of the facility is available	On the Welverdiend road to Khutsong
Adventure Attractions		
Game Viewing	Losberg Lodge	12 km from Fochville on the R500 to Parys
	Abe Bailey Nature Reserve	On the Welverdiend road to Khutsong
	Lagayim Adventure Centre	10 km from Fochville on road from Fochville to N12
	Kraalkop Game Lodge	On the R500 between Carletonville and Fochville
Mountain Biking	Losberg Lodge	12 km from Fochville on the R500
	Waenhuis Guest House	10 km from Fochville on the R500 to Parys
Hiking Trails	Losberg Lodge	12 km from Fochville on the R500 to Parys
	Waenhuis Guest House	10 km from Fochville on the R500 to Parys
	Lagayim Adventure Centre	10 km from Fochville on the road from Fochville to the N12
	Kraalkop Game Lodge	On the R500 between Carletonville and Fochville
Birding	Losberg Lodge	12 km from Fochville on the R500 to Parys
	Abe Bailey Nature Reserve	On the Welverdiend Road to Khutsong
	Waenhuis Guest House	10 km from Fochville on the R500 to Parys
	Kraalkop Game Lodge	On the R500 between Carletonville and Fochville
Horse Riding	Lagayim Adventure Centre	10 km from Fochville on the road from Fochville to the N12
	Waenhuis Guest House	10km from Fochville on the R500 to Parys

Hunting	Kraalkop Game Lodge	On the R500 between Carletonville and Fochville
	Pienaarshof Hunting	On the N12 to Potchefstroom approximately 5km from the intersection of the N12 and the R500
Golf	Goldfields West Golf Club	West Driefontein Mine near Carletonville
	Blyvooruitzicht Golf Club	Blyvooruitzicht Mine near Carletonville
	Western Deep Levels Mashie Golf Club	Western Deep Levels Mine near Carletonville
Skydiving	Johannesburg Skydiving Club	Carletonville Aerodrome
Putt-Putt	Red Cap Ranch	10 km from Carletonville on the R500 to Magaliesburg
Go-carting	Red Cap Ranch	10 km from Carletonville on the R500 to Magaliesburg
Archery	Lagayim Adventure Centre	10 km from Fochville on the road between Fochville and the N12
Paintball	Lagayim Adventure Centre	10 km from Fochville on the road between Fochville and the N12
4X4 Trails	Waenhuis Guest House	10 km from Fochville on the R500 to Parys
Indoor Cricket	Carletonville Indoor Sports Centre	15 Railway Street, Carletonville
Event Attractions		
Dorado Ski Boat Club Wildsfees	Fundraising event	Crocodilian
Go West Heritage Week	Part of the Westrand Heritage Week	
Carletonville Wine Festival	Wine Festival	
Carletonville Wintershow	Agricultural Show	Carletonville Sports Complex
Sibanye Gold "Gold Rush" Mountain Bike Race	Mountain Bike Race	Kloof Gold Mine
Mayoral Charity Golf Day	Charity Golf Day	Goldfields West
Shopping Attractions		
Carletonville CBD	Strip shops	Carletonville
Fochville CBD	Strip shops	Fochville
Shoprite Shopping Centre: Carletonville	Shopping Centre	Carletonville
Pick and Pay Shopping Centre, Carletonville	Shopping Centre	Carletonville
MICE Attractions		
Lagayim (450)	Adventure Centre	Road from Fochville to N12
Redcap Ranch(250)	Accommodation Establishment	R500 from Carletonville to Magaliesburg
Rengwe (100)	Accommodation Establishment	R500 from Fochville to Parys

The tourism resources have been evaluated as follows in terms of :

- The level to which it has been developed to accommodate visitors
- Its popularity
- Its potential for future development

Historic Attractions

Table 9: Historic attractions in Merafong

Site	Level of Development	Popularity	Potential	Total
Historic Church, Jachtfontein	3	2	5	10
Historic School, Elandsfontein	3	2	5	10
Historic Farmhouse, Losberg	3	2	5	10
Historic Farmhouse, Gerhardminnebron	3	2	5	10
Voortrekker Fort, Elandsfontein	3	2	5	10
Abe Bailey House, Abe Bailey Nature Reserve	5	2	5	12
Historic Irrigation Channel, Gerhardminnebron	3	2	5	10

Natural Attractions

Table 10: Natural sites in Merafong

Site	Level of Development	Popularity	Potential	Total
Khutsong Dam	0	0	5	5
Old Balhambra Tree at Waenhuis	3	2	5	10
Eye of Gerhardminnebron	3	2	5	10
Gerhardminnebron Wetland	3	2	5	10
Mooi River	0	0	0	0
Loop Spruit	0	0	0	0
Klipdrift Dam	2	3	5	10
Kraalkop Game Reserve	6	5	8	19
Abe Bailey Nature Reserve	6	5	8	19
Gatsrand Mountain Range	2	3	8	13
Losberg Mountain Range	6	5	8	19

Heritage Attractions

Table 11: Heritage sites in Merafong

Site	Level of Development	Popularity	Potential	Total
Great Trek Plaque, Elandsfontein	3	2	3	8
Great Trek Monument, Fochville	5	1	3	9
Tlokwe Ruins, Losberg	3	3	5	11
Danie Theron Monument, N12	5	3	5	13
Voortrekker Grave, Gerhardminnebron	3	3	5	11
Oosthuizen Monument, Blyvoor	3	3	5	11
Ruins of Tswana Settlement, Deelkraal	3	3	5	11
Grave of early settler, Buffelsdoorn	3	2	4	9
Ruins of ironage Leghoya, Tygerfontein	3	3	5	11
Lepalong Caves, Wes Driefontein	3	3	8	14
Ireland Bergh Memorial Stone, Blyvoor	3	3	5	11
Township Tour: Khutsong	1	1	8	10

Kast Related Attractions

Table 12: Karst related activities have been identified in Merafong

Site	Level of Development	Popularity	Potential	Total
Wonderfontein Caves Farm Wonderfontein	1	1	8	10
Abe Bailey Caves Abe Bailey Nature Reserve	1	1	8	10
Lepalong Caves West Driefontein	1	1	8	10
Rock Museum Carletonville Library	3	3	8	14
Eye of Gerhard Minnebron Farm Gerhardminnebron	1	1	8	10
Paleo Sinkhole Farm Doornfonteing	1	1	8	10
Sinkhole Farm Blaauwbank	1	1	8	10

Agricultural attractions

Table 13: Agricultural Attractions

Site	Level of Development	Popularity	Potential	Total
Living Gold Rose Farm	8	1	10	19

Adventure Attractions

Table 14: Adventure attractions in Merafong

Activity	Level of Development	Popularity	Potential	Total
Skydiving: Carletonville Airport	7	7	9	23
Game Viewing: Losberg, Abe Bailey, Lagayim, Kraalkop	6	5	8	19
Hiking Trails: Losberg, Waenhuis, Lagayim, Kraalkop	6	5	8	19
Mountain Biking Trails: Losberg, Waenhuis	6	5	8	19
4X4 Trails: Waenhuis	6	5	8	19
Birding Losberg, Abe Bailey, Waenhuis, Kraalkop	6	5	8	19
Hunting: Kraalkop, Pienaarshof Hunting	6	5	8	19
Horse riding: Lagayim	6	5	8	19
Indoor Cricket: Carletonville Indoor Sports Centre	6	5	6	17
Go-carting: Red Cap Ranch	6	4	6	16
Putt-Putt: Red Cap Ranch	6	4	6	16
Golf: Goldfields, Blyvoor, Western Deep Levels	8	8	8	24
Paintball: Lagayim	6	3	6	15
Archery: Lagayim	6	3	6	15

Arts and Crafts attractions

Table 15: Arts and Crafts Attractions in Merafong

Site	Level of Development	Popularity	Potential	Total
Graca's Candles	6	3	5	14
Bali World Coffee Shop and Exhibitions	6	3	5	14

Event Attractions

Table 16: Events attractions in Merafong

Site	Level of Development	Popularity	Potential	Total
Dorado Ski Boat Club Wildsfees	5	5	8	18
Go West Heritage Week	5	5	8	18
Carletonville Wine Festival	4	4	7	15
Carletonville Wintershow	4	4	8	16
Sibanye Gold "Gold Rush" Mountain Bike Race	4	4	8	16
Mayoral Charity Golf Day	6	6	8	20

Shopping Attractions

Table 17: Shopping Attractions in Merafong

Site	Level of Development	Popularity	Potential	Total
Carletonville CBD	5	5	8	18
Fochville CBD	5	5	8	18
Shoprite Shopping Centre: Carletonville	3	4	4	11
Pick and Pay Shopping Centre: Carletonville	4	5	5	14

MICE Attractions

Table 18: MICE Attractions in Merafong

Site	Level of Development	Popularity	Potential	Total
Lagayim (450 capacity)	5	3	5	13
Redcap Ranch (250 capacity)	6	5	6	17
Rengwe(100 capacity)	7	7	7	21

3.3 PERCEPTIONS OF TOURISM PRODUCT OWNERS

According to a survey conducted amongst all accommodation establishments, the main attractions in the surrounding area are listed as follows:

- Lion Park
- Hartebeespoort Dam
- Skyving Club
- Rhinoceros Park (Krugersdorp)
- Cradle of Human Kind
- Pilansberg Nature Reserve
- Sun City
- Vredefort Dome
- Magaliesberg
- Race track
- Sterkfontein Caves

Except for the Skydiving Club, the main attractions perceived by tourism product owners as the main attractions for Merafong, is outside of the Municipal area, but close and within reach of a short drive

According to the same survey the attractions which should be developed further are listed as follows:

- Shopping Malls
- N12 Treasure Route
- A mining museum
- The Diamond Route to Kimberley

3.4 LINKAGES

External Linkages

Merafong is part of the N12 Treasure Route but are not visible enough on the web site of the N12 Treasure Route, Merafong should enhance the information on this web site

Internal Linkages

The Losberg and Gatsrand nature areas should be marketed as a nature/outdoor/adventure product, maybe through a route and properly signposted

The history and heritage tourism product in Carletonville must be linked by a route and properly signposted

3.5 TOURISM OPPORTUNITIES IN MERAFONG

3.5.1 History/Heritage/Culture Opportunities

Heritage Opportunities

In Merafong, several history and heritage attractions can be found, mostly relating to:

- Pre-colonial settlements (Iron Age and old Tswana settlements)
- The Great Trek
- The Anglo-Boer War

These attractions are not unique, as similar attractions can be found in a wide area in surrounding Gauteng and North West. The only real unique attraction in this regard are the Lepalong Caves (Hut Caves).

This is not to say that these attractions are not of importance. They are important for tourism within Merafong. It is proposed that a brochure and a poster be developed for each attraction and made available at a Tourism Information Centre.

History Opportunities

Merafong can be regarded as the birthplace of the largest workers' union in South Africa, the National Union of Mineworkers. Elijah Barayi, who moved to Carletonville in 1973 to work on the Blyvooruitzicht Gold Mine, became the first president of the union when it was established in 1982. He also became the first president of Cosatu in 1985, a post he held until 1991. He passed away in 1994, months before the first democratic election, and is buried in the Carletonville Cemetery.

The role that mine workers in Merafong played in the struggle for social transformation in South Africa is enormous, and holds enormous potential for tourism.

Cultural Opportunities

The municipality completed a study of cultural tourism products in June 2010. It comprised a comprehensive description of the struggle history in Merafong.

Although of great local importance, it is thought unlikely to attract visitors from elsewhere.

It is proposed that a struggle history route be developed in Merafong, commencing with struggle history attractions in Khutsong, using an information board and directional signs to these attractions, and that the route includes a township tour of Khutsong.

Architectural Opportunities

The town of Carletonville was designated as a town in 1959. It was built in the 1960s and 1970s and has hardly changed. The CBD is a wonderful example of the architecture of the 60s, often referred to as the post modern era.

Buildings of this era challenged traditional ideas about architectural design. Traditional civic buildings had long been the mainstay of architectural practices. But modernist designers argued that architects should design whatever was necessary for a modern culture, even for the most humble buildings.

During this period, architects began to plan low-cost housing, railway stations, factories, warehouses, and commercial spaces. The characteristic options that made modernist architecture possible were stylistic movements, technology, and modern materials.

The central business district (CBD) of Carletonville has streetscapes with buildings from this era, which together create a very specific character. This should be protected, not only for its heritage value, but for its tourism potential.

It is proposed that the municipality officially protect the architecture of the CBD of Carletonville by applying to declare it a heritage site. The architectural heritage of the CBD has the potential to attract visitors from Gauteng and elsewhere as it is unique.

3.5.2 Nature Opportunities

The following natural attractions have tourism potential:

Kraalkop Game Reserve

The Kraalkop Game Reserve is a 700ha game reserve owned by Anglo Ashanti Gold. It has fallen into disrepair and recently closed while the owner looked for a private entrepreneur to lease the reserve to. A lease was recently awarded. The new lessee has a master plan to upgrade and improve the reserve to include tented camps etc.

Losberg

The Losberg is an important natural area and includes tourism attractions such as Waenhuis and Losberg Lodge, as well the Crocodilian, Lagayim Adventure Centre and Elandsfontein Campsite. It includes adventure attractions such as hiking trails, 4X4 trails, birding routes etc.

Abe Bailey Nature Reserve

The Abe Bailey Nature Reserve is a 4200ha nature reserve, owned by the Far West Rand Dolomitic Association and managed by Gauteng Province Nature Conservation.

A further 732ha, a portion of the farm Wonderfontein, on the eastern boundary of the reserve, also belonging to the Far West Rand Dolomitic Association, is in the process of being incorporated into the reserve.

It has been suggested that once all the land belonging to the Far West Rand Dolomitic Association, which stretches for about 50km along the Wonderfontein Spruit, is no longer required for mining, which is estimated at between 20 to 30 years, the owner will consider also incorporating that into the Abe Bailey Nature Reserve.

This would make it possible to establish a Big 5 reserve, which requires at least 50000ha to sustain the Big 5.

This represents enormous potential for growth in tourism for Merafong which at the moment attracts visitors mostly from Gauteng.

3.5.3 Agricultural Opportunities

Living Gold Roses

Living Gold Roses is a 10ha, state of the art, fully climate controlled rose propagation and growing facility, the first of its kind in South Africa.

The farm sells approximately 1.9 million stems a month across five continents. It produces roses for its own use, for local growers and growers in other parts of Africa. It also has a pot plant business producing approximately 8000 pot plants per week.

Living Gold Roses takes visitors on tours with about 1000 visitors per annum. It is in the process of developing a new facility for visitors which would include a tea garden. This should be completed in about two years' time.

This development has an enormous tourism potential for Merafong, as it has the potential to attract visitors for day visits from all over Gauteng.

3.5.4 Adventure Opportunities

The most important adventure attractions in Carletonville are:

- The Johannesburg Skydiving Club which attracts visitors from Gauteng and beyond
- The Goldfields West Golf Club which is regarded as one of the best golf courses in Gauteng
- The birding opportunities in the Abe Bailey Nature Reserve which is regarded as the best wetland in Gauteng
- Game viewing at Kraalkop and Abe Bailey Nature Reserve

The Losberg area (Waenhuis and Losberg Lodge) is important for nature lovers, for viewing game, hiking trails, mountain biking, birding, 4X4 trails, horse riding etc.

3.5.5 Event Opportunities

There are a few annual events in Carletonville which do not attract visitors from elsewhere

3.5.6 MICE Opportunities

The Redcap Ranch (250 capacity) and Rengwe (100 capacity) are the most important private conference centres.

The Carletonville Civic Centre represents a major opportunity. It includes an auditorium that seats 500, a banquet hall with the capacity to feed 300 and a side hall that can seat 150, a foyer, dance hall, and two kitchens. However, the facility is aged, and is not run efficiently by the municipality. Conferencing is not yet a core function for the municipality.

However, the council recently approved the Carletonville Heritage Precinct development concept, which includes the following:

- Revamping the civic centre into a major convention centre
- A hotel development
- A heritage square in the centre of the park adjoining the civic centre
- Pedestrianising the area between the civic centre and the municipal building by turning Flint Street into a tree-lined pedestrian walkway
- A mining museum with associated niche retail
- A business and residential development on both sides of the land which now encompasses the park

This development represents a major potential for Merafong tourism as it has the potential to attract visitors from all over Gauteng.

3.5.7 Shopping Opportunities

The Carletonville CBD is still a major shopping area, boasting most of the big chain stores, with two minor shopping centres

3.5.8 Karst related Opportunities

Owing to the presence of chert-rich formations in the up to 1600m thick dolomites in the area, deep chemical weathering has taken place resulting in the development of exceptionally extensive karst features in the 2.6 billion-year-old rock.

Examples include:

- The six longest caves surveyed in Southern Africa, some exceeding 14km in total passage length and reaching up to 180 metres below the surface, and surpassing well-known tourist attractions such as the Cango Caves in Oudtshoorn
- The three strongest karst springs in the southern hemisphere, of which only one has not dried up, the Gerhard Minnebron eye, flowing at 60ml/d
- One of the largest paleo-sinkholes in Southern Africa is found near Doornfontein Gold Mine
- Some of the largest groundwater resources in Southern Africa, with three dewatered compartments totalling a storage volume exceeding the Vaal Dam at full capacity

A tourism opportunity exists for:

- Guided tours
- Speleology
- Abseiling
- Caving
- Cave diving
- Developing the Gerhard Minnebron Eye and Bovenste Oog for the public. Gerhard Minnebron Eye was once a popular picnic area, but

efforts to develop a luxury spa at Bovenste Oog have been abandoned

- Linking these tourism opportunities to the Rand Water Museum at Zuurbekom, close to Carletonville, which illustrates the pivotal role that dolomitic water assumed in the early days of Johannesburg.

However, most of these opportunities exist only on paper. The potential has not been investigated thoroughly. It will take a number of years to determine its real potential

The only sites of real karst potential are:

- The paleo sinkhole
- The Lepalong or Hut Caves
- The eye of Minnebron

3.5.9 Mining related tourism opportunities

With the world's three deepest gold mines located in the area, this will certainly attract educational tourism from overseas as well as South Africa.

A tourism opportunity exists for:

- Linking mining tourism to the fascinating history of the role of water and karst in the development of mining
- The dramatic events such as the 1968 flooding of the Driefontein GM and the formation of catastrophic sinkholes through the latest 3D animation computer technology
- A virtual underground mine tour
- An overview of the research and technology associated with deep-level mining, including National Geographic video material on groundbreaking shaft sinking and cooling technology developed in South Africa, planned condensation experiments using the kilometre deep shafts to understand cloud-formation, the detection of primordial organisms in juvenile groundwater at the bottom of shafts etc
- The history of gold mining
- Adventure attractions such as operating equipment at the rock face, experiencing hostel food and accommodation
- Gold pouring
- The history of the first uranium plant in South Africa at Blyvoor in 1949

However, because of security risks it is not possible to visit actual mines. The only way to create a visitor experience would be to create a museum that offers a virtual experience.

As a mining museum already exists in Johannesburg, the mining museum (as also suggested in the Carletonville Heritage Precinct Development Concept) has to be unique exploiting the three the deepest gold mines in the area. Such a concept can then become part of the Gauteng mining route as a unique experience.

Summary of tourism opportunities in Merafong

The council approved the "Carletonville Heritage Precinct Development Concept" which is seen as the most important opportunity for tourism in Merafong.

The potential can be increased if it can be combined with the history of the National Union of Mineworkers and Cosatu, the birthplace of many political leaders and indeed the birthplace of freedom and democracy in South Africa.

Completing the picture would be showcasing the unique architecture of the Central Business District in Carletonville.

3.6 ACCOMMODATION

Table 19: Accommodation in Merafong

Accommodation Type	Number of Establishments	Number of Rooms	Number of Dormitories	Number of Beds
B & B's/Guest House	24	170		321
Self Catering	3	12		29
Accommodation for Groups (Church/Adventure)	2		12	354
Total	29	182	12	704

3.7 THE TOURISM PRODUCT OF THE STUDY AREA

Based on our research the current tourism products being sold in the study area are:

- Business stops in Carletonville, mostly to do with mining
- Holiday Stops on farms in the Losberg area, to hunt on farms in the area, and visits to the Johannesburg Skydiving Club over weekends
- Visiting friends and relatives (VFR)
- Day visits

A short description of existing tourism product elements is provided in the table on the below:

Table 20: Existing Tourism Product in the Merafong City Municipality

	Business Stops	Holiday Stops
Origin	North West	Gauteng
	Gauteng	Foreign visitors
	Free State	
	Limpopo	
	Mpumalanga	
	Foreign Visitors: Peru Japan Australia Congo Zimbabwe	
Family Structure	Single Travelers	Couples
Income Level	Medium to High	Medium to High
Length of Stay	1 to 2 weeks	2 Nights
Age	>30	>30
Motivation / Reason for Visit	Business, mostly to do with mining	Farm stays Hunting Skydiving

Based on existing and potential tourism product elements in the study area, it is clear that, at this moment in time, tourism is lead by business tourism through visitors to Carletonville for business reasons, and holiday tourism related to nature products, mostly for domestic visitors

Potential exist to develop historic and heritage attractions, mostly for domestic visitors

However, the future of tourism in the area, lies in the development of Karst and Mining tourism products as well as a Mega “Big 5” Game Reserve in the area which would attract both domestic and international visitors to the area

Summary:

The Tourism Supply Products can be summarised as follows:

Table 21: Summary of tourism supply products in Merafong City

PRODUCT	ISSUE	OBJECTIVE
Nature Products	<ul style="list-style-type: none"> • Limited • Kraalkop Nature Reserve in flux • Abe Bailey Nature Reserve not operating optimally • Potential for Mega “Big 5” Nature Reserve 	<ul style="list-style-type: none"> • Provide more nature products and a bigger variety • Gatsrand Nature Reserve? • Kraalkop and Abe Bailey to function optimally • Development of Mega “Big 5” Nature Reserve
History and Heritage Products	<ul style="list-style-type: none"> • Not accessible (signposted) • Not developed 	<ul style="list-style-type: none"> • Provide access to products • Develop routes with signposting and information boards • Develop products
Karst Products	<ul style="list-style-type: none"> • Not accessible • Not developed 	<ul style="list-style-type: none"> • Develop Katst Products
Mining Products	<ul style="list-style-type: none"> • The rock library at the Carletonville Library in the first puzzle piece, however, the display is not visitor friendly • Mining products are not developed 	<ul style="list-style-type: none"> • Develop mining products
Events	<ul style="list-style-type: none"> • Mountain biking event in flux 	<ul style="list-style-type: none"> • Develop existing events • Develop more events
Accommodation	<ul style="list-style-type: none"> • Not registered or graded 	<ul style="list-style-type: none"> • All accommodation establishments to register with GTB and apply for grading with Grading Council
Tourist Facilities/Services	<ul style="list-style-type: none"> • Lack of welcome and appearance of the Carletonville • Lack of tourism information centre • A lack of adequate shopping experiences 	<ul style="list-style-type: none"> • Improve the aesthetics of Carletonville CBD • More shops, restaurants • Tourism Information Centre

Adventure	<ul style="list-style-type: none"> • Skydiving is the best developed product but experience issues with accessibility, safety, and environmental issues • Very good facilities for birding, hiking, mountain biking etc is developed 	<ul style="list-style-type: none"> • Assit the sky diving club as far as possible • Market the adventure activities in Merafong
Shopping	<ul style="list-style-type: none"> • The aesthetics of the Carletonville CBD is an issue • The development of a shopping mall is seen as a priority 	<ul style="list-style-type: none"> • The shopping experience in Merafong to be enhanced
MICE	<ul style="list-style-type: none"> • Facilities for Conferences, Exhibitions, meetings, functions in Merafong is limited 	<ul style="list-style-type: none"> • Develop a major conference facility

Strategic Implications for the Tourism Sector Plan

- Karst and Mining tourism should be developed
- A Mega" Big 5 " Nature Reserve should be investigated
- The historic and heritage products should be developed through an information board at each site and proper signposting and marketed through a tourism route
- Tourism signage should be introduced
- The nature/adventure/outdoor experiences in the Losberg/Gatsrand nature area should be developed further and linked through a tourism route(s)
- Tourism products should be marketed better: Tourism Information Centre
- The shopping experience should be improved
- A township tour should be developed for Khutsong
- All events should be developed further and new events should be introduced
- A proper Conference Facility should be developed for Merafong

SECTION C4: TOURISM DEMAND

4.1 INTRODUCTION

In this section the tourism market in South Africa, Gauteng Province, the West Rand and Merafong is analysed, for both foreign and domestic visitors

4.2 GLOBAL TOURISM DEMAND

According to the UNWTO, tourism has grown globally by 5% in 2013 to 1.087 trillion. In 2012 , international tourism generated USD 1.3 trillion in export earnings. Tourism makes out 9% of GDP worldwide, creates 11 jobs for each tourist , and represents 6% of the world's exports.

The fastest growth in the Middle East, North East and South East Asia and central and South America.

Table 22: Top 7 international destinations

Ranking	Country
1	France
2	USA
3	Spain
4	China
5	Italy
6	Turkey
7	Germany
8	UK
9	Russia
10	Thailand

Table 23: Top 7 tourism spending nations

Rank	Country	Spend in USD billion
1	China	102
2	Germany	84
3	USA	83
4	UK	52
5	Russia	43
6	France	37
7	Canada	35
8	Japan	28
9	Australia	27
10	Italy	26

Tourism in Africa

According to the UNWTO Africa attracted 55.7m visitors in 2013, an increase of 5.4% over 2012

Table 24: Top 10 countries visited in Africa

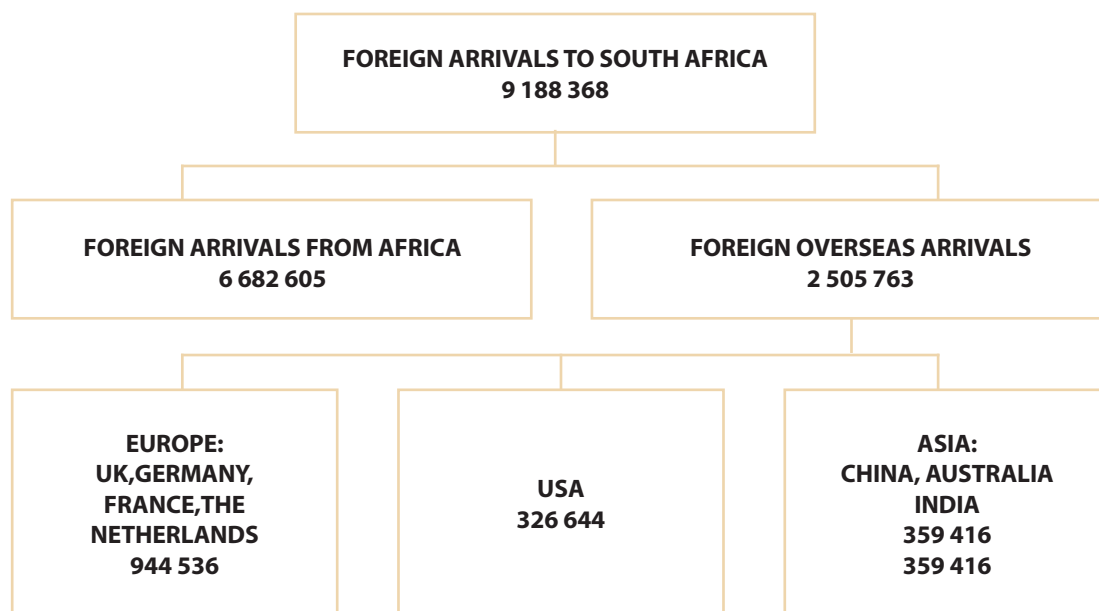
Ranking	Country
1	Morocco
2	South Africa
3	Tunisia
4	Algeria
5	Mozambique
6	Zimbabwe
7	Kenya
8	Uganda
9	Swaziland
10	Tanzania

4.4 NATIONAL TOURISM DEMAND IN SOUTH AFRICA

4.4.1 Foreign Tourism in South Africa

South African Tourism publishes the foreign arrival data for South Africa. The latest available data at the time of writing indicated that, in 2012, there were 9 188 368 foreign arrivals, which is up (10.2%) on the same period in 2011. Most visitors came from SADC (6 446 881) or 70.2%, whilst 2 505 763, or 27.3% came from overseas. These visitors generated approximately R74billion in 2012.

Figure 3: Foreign Tourist arrivals in South Africa



Foreign visitors to South Africa included both overseas and African arrivals. A significant proportion of African visitors are cross-border travelers including job seekers, shoppers and traders from neighboring countries. African cross-border arrivals account for some two-thirds of all foreign visitors.

4.4.1.1 Number of Foreign Tourists

Data published by SA Tourism in 2012 show that South Africa receive approximately 2.5m overseas visitors, making up approximately 27% of all foreign arrivals.

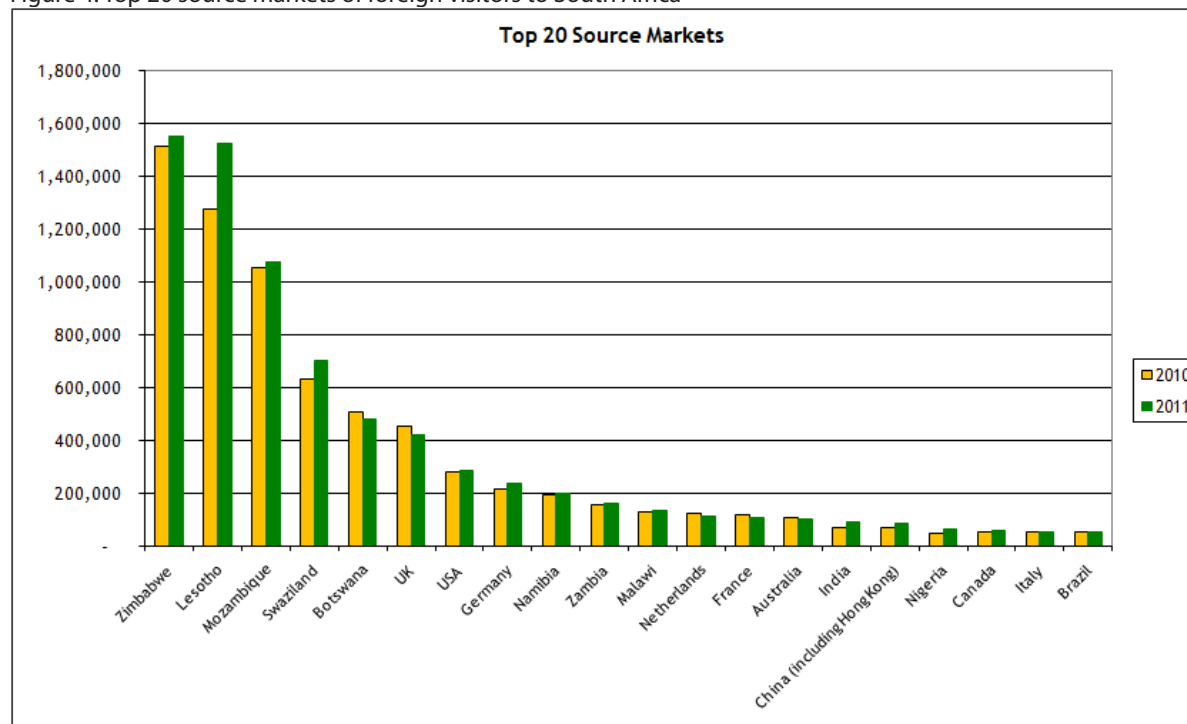
Of these visitors, 82% arrived at the OR Thambo airport in Gauteng, approximately 16% Cape Town and approximately 1% King Shaka in Kwa Zulu Natal.

Table 25: Provincial distribution of all foreign visitors to South Africa

Province	%
Gauteng	49.4
Western Cape	18.6
Eastern Cape	4.4
Kwa Zulu Natal	11.8
Mpumalanga	14.1
Limpopo	13.0
North West	6.6
Northern Cape	1.2
Free State	7.3

Origin of foreign visitors:

Figure 4: Top 20 source markets of foreign visitors to South Africa



(a) Origin of Overseas Tourists

Table 26: Top 10 source markets for overseas visitors

Ranking	Country
1	UK
2	USA
3	Germany
4	Netherlands
5	France
6	Australia
7	India
8	China
9	Canada
10	Italy

(b) Origin of African Tourists

Table 27: Top 9 source markets from Africa

(c) Origin of African Tourists

Table 27: Top 9 source markets from Africa

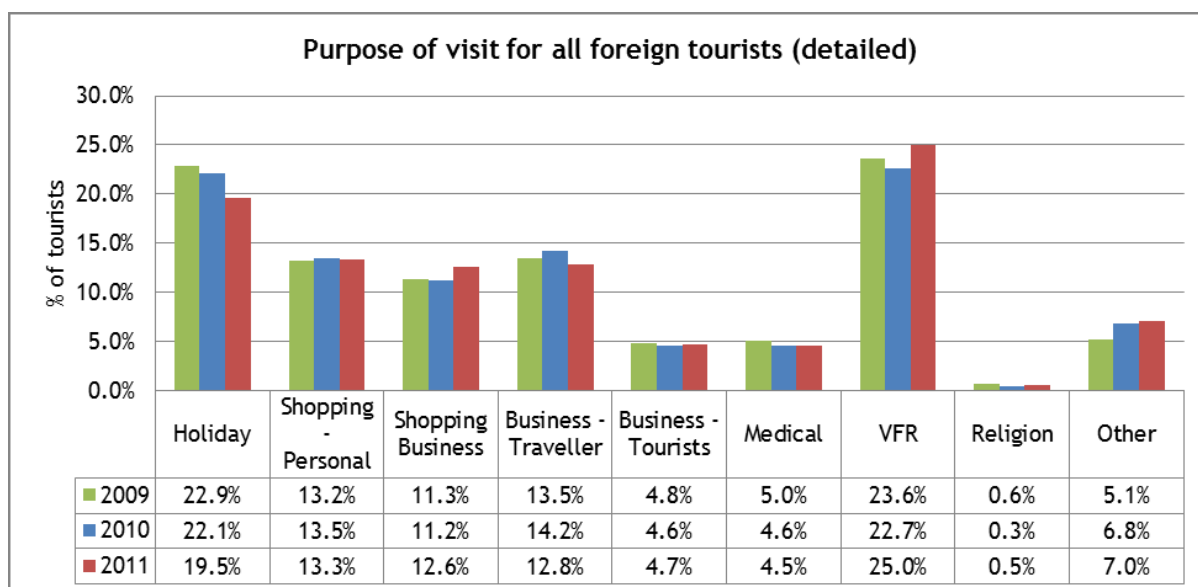
(d) Length of Stay of Foreign Tourists

On average, foreign arrivals to South Africa spent 8.3 nights in the country in 2011 – a decrease from 9 nights in 2004. The most common length of stay for air arrivals was 4 nights, while the most common length of stay for land arrivals was 1 night.

(e) Purpose of Visit of Foreign Arrivals

Most foreign visitors visit South Africa for a holiday or for visiting friends and relatives

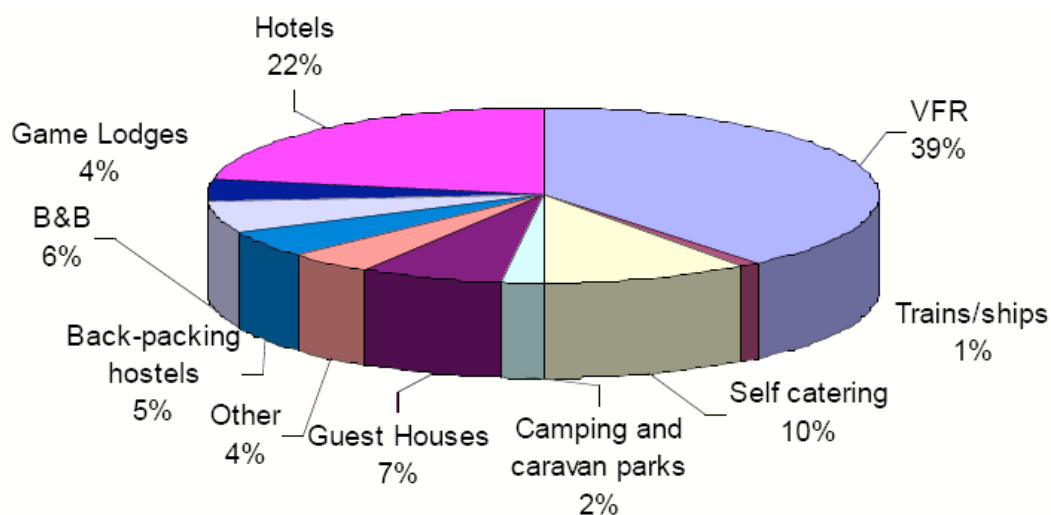
Figure 5: Purpose of visit of foreign visitors to South Africa



(f) Accommodation Used By Foreign Visitors

Staying with friends and family ("VFR") is the most popular type of accommodation used by foreign arrivals to South Africa followed by Hotels

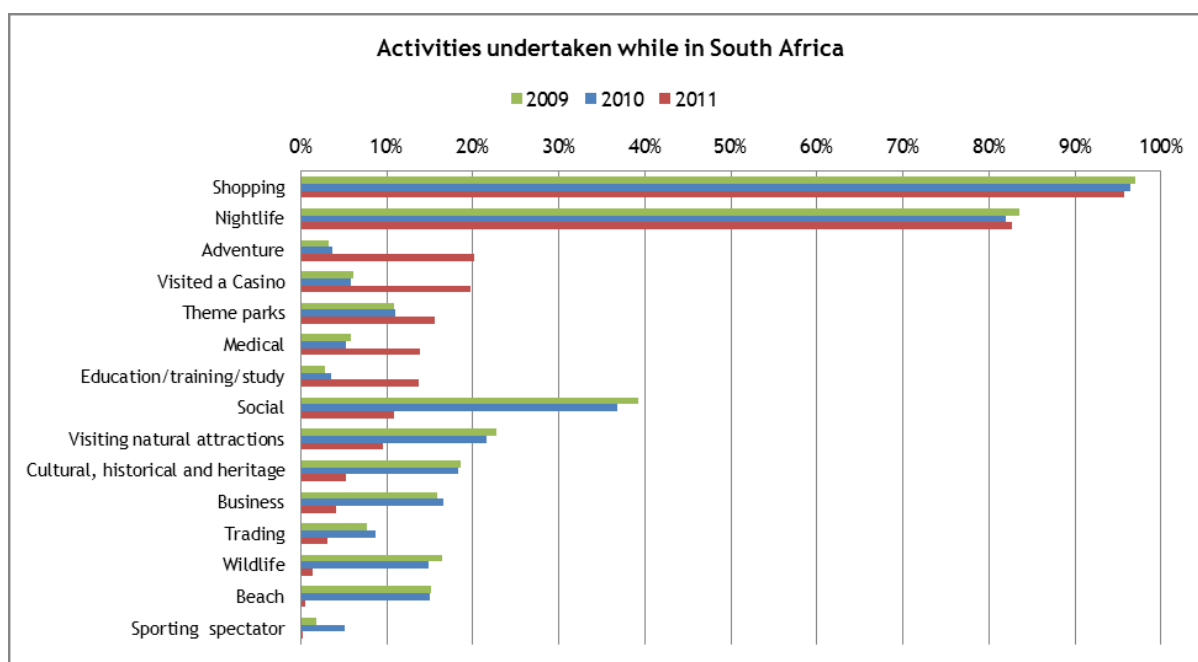
Figure 6: Accommodation Used By Foreign Visitors



(g) Activities Experienced by Overseas Visitors

Shopping and experiencing the nightlife were the activities most foreign visitors participated in during 2011

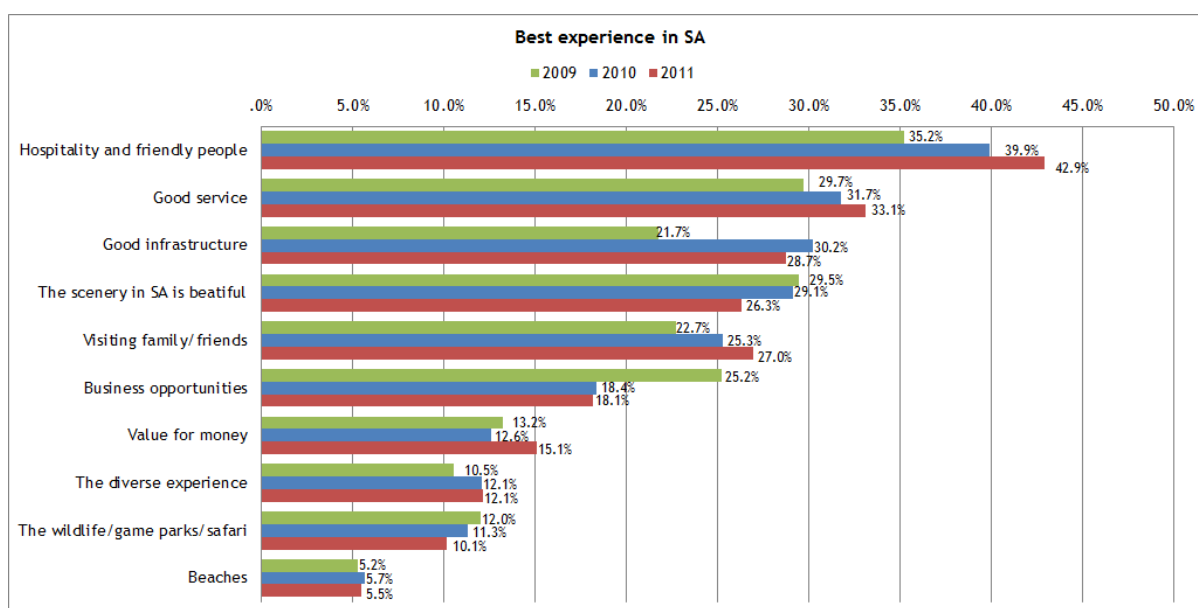
Figure 7: Activities Experienced By Overseas Visitors In 2011



(h) Their experiences in South Africa

Foreign visitors seem to enjoy the hospitality and friendliness of people in South Africa

Figure 8: Experiences by overseas visitors to South Africa



(i) Satisfaction levels of Foreign Visitors

The satisfaction levels for the full array of tourism services are fairly high

Figure 9: Satisfaction levels of foreign visitors to South Africa



4.4.2 DOMESTIC TOURISM IN SOUTH AFRICA

4.4.2.1 Number of Domestic Tourists in South Africa

The 2011 Domestic Study found that 26.4 million domestic overnight trips were taken during 2011 in South Africa.

4.4.2.2 Preferred destinations

The number of domestic trips to each Province are as follows

Table 28: Preferred destinations for domestic visitors

Province	%
Kwa-Zulu Natal	27
Gauteng	19
Limpopo	13
Eastern Cape	11
Western Cape	9
Mpumalanga	8
North West	7
Free State	4
Northern Cape	1

4.4.2.3 Mode of transport used

The mode of transport used for domestic trips in South Africa are:

Table 29: Mode of transport used by domestic visitors in South Africa

Mode of transport	%
Minibus Taxi	66
Own vehicle	28
Someone else's vehicle	12
Bus	11
Plane	2
Train	1

4.4.2.4 Length of Stay

The average length of a domestic trip in South Africa is 4.4 nights

4.4.2.5 Purpose of Domestic Trips

The main purpose of domestic trips are as follows:

Table 30 : Purpose of visit of domestic visitors

Purpose	%
VFR	72.6
Holiday	15
Business	4.5
Religious	6.2
Medical	1.1

4.4.2.6 Activities

The main activities that domestic tourists undertake during their trips are:

Table 31: Activities of domestic visitors

Activity	%
Social	83
Shopping	37
Beach	9
Nightlife	12
Attractions	6
Casino	4
Wildlife	3
Culture/Heritage/History	3

4.4.2.7 Accommodation used

Table 32: Accommodations used by domestic visitors

Accommodation Type	%
Friends and Relatives	83
Guest House	4.2
Self Catering	3.4
Hotel	2.1
Church Halls	1.9
Camping	1.5
Game Lodge	0.4

4.4.3 Summary of tourism in South Africa

Table 33: Summary of tourism in South Africa

	FOREIGN VISITORS		Domestic Visitors
	African	Overseas	
Numbers (2011)	6 682 605	1 505 763	26.4m
Origin	Zimbabwe, Lesotho, Mozambique	UK, USA, Germany	KZN, Gauteng, Limpopo
Purpose of visit	Shopping, Business	Holiday	VFR
Accommodation used	VFR	VFR	VFR
Length of stay	1	8.3	4.4
Activities	Shopping, nightlife	Shopping, nightlife	Socializing, shopping
Spend (Total direct spend 2011)		R74billion	R20 billion

4.3 GAUTENG PROVINCE TOURISM DEMAND

Domestic tourism numbers in Gauteng

The total domestic trips to Gauteng Province were as follows in 2012:

- Day trips: 1.781m
- Overnight trips: 1.873m

The total number of domestic bed nights spent in Gauteng were 26.5m in 2012, which generated a revenue of R30 billion

Purpose of Visit

The purpose of domestic visits to Gauteng was as follows in 2012:

Table 34: Purpose of domestic visitors to Gauteng

Purpose of visit	%
Holiday	8
VFR	80
Business	10
Medical	1
Religion	1

Length of stay

The average length of stay of domestic visitors to Gauteng were as follows in 2012:

Table 35: Length of stay of domestic visitors to Gauteng

Nights	%
1-3	48.2
4-7	22.1
8-14	11.3
15-21	7.3
22+	11.1

Type of accommodation used

The type of accommodation used by domestic visitors to Gauteng were as follows in 2012:

Table 36: Type of accommodation used by domestic visitors to Gauteng

Type of accommodation	%
Hotel	4.4
B&B/Guest House/Lodge	2.7
Backpackers	0.4
Self Catering	1.8
Friends and Relatives	83.9
Holiday Home	0.2
Camp Site	1.2
Caravan Park	0.2
Other	5.1

Purpose of visit

The reason why people travel to Gauteng are as follows:

Table 37: Purpose of visit of domestic visitors to Gauteng

Purpose	%
Leisure	11.4
Shopping	1.5
VFR	60.2
Funeral	8.6
Business	3.0
Study	1.2
Medical	1.0
Religion	6.2
Other	6.3

Mode of transport

Domestic visitors travelling to Gauteng use the following mode of transport:

Table 38: Mode of transport used by domestic visitors to Gauteng

Mode of transport	%
Air	5.2
Bus	15.2
Car	33.8
Taxi	42.9
Train	2.1
Other	0.8

4.4 TOURISM DEMAND IN MERAFONG CITY

4.4.1 Background

According to the World Tourism Organisation, the following types of visitors are identified:

- Holidays, leisure and recreation
- Visit to second home/time share
- Visit to friends and relatives
- Business and professional
- Education and training
- Health treatment
- Religion/pilgrimage
- Shopping
- Transit

An assessment of the visitors to Merafong City revealed that the following types of visitors to Engcobo can be identified and qualified:

- Visitors to friends and relatives
- Business and professional visitors
- Holiday visitors
- Day visitors

The lack of tourism statistics on a municipal level led us to conduct our own analysis of tourism in the study area. Our analysis is based on primary research conducted amongst accommodation establishments in the study area.

4.4.2 Visitors using formal accommodation

Primary research identified establishments providing beds in the study area. These establishments offer rooms.

Table 39: Accommodation Establishments in the Merafong

Type of Establishment	Number of Establishments	No of Rooms / Sites	Total No of Beds
Self-catering	13	12	29
B&B/Guest House/Lodge	24	170	321
Accommodation for Groups	2	12	354
Total	29	194	704

Source: Intengu

Using the total number of beds, the average occupancy and the average length of stay determined from the primary research, the total number of visitors using formal accommodation in Merafong is calculated to be as follows:

Table 40: Visitors using formal accommodation in Merafong

Type of establishment	No	Rooms	Beds	Average Occupancy	Average Length of Stay	Visitors
B & B's	24	170	321	65%	5 days	54071
Self Catering	13	12	29	65%	5 days	4885
Group Accommodation	2	12	354	65%	2 days	23516
Total	29	194	704	65%	5 days	82 472

Source: Intengu Communications

In terms of the primary research, the total amount of visitors generated through accommodation establishments are as follows:

- Business Visitors: 80%: 65 978
- Leisure Visitor: 20%: 16 494

4.4.3 Overseas Tourism

The number of overseas visitors to Merafong is negligible.

4.5 TRENDS IN TOURISM DEMAND

It is important to take note of trends in tourism demand in order to determine where tourism should be going in Merafong in future.

4.5.1 Global Trends

The use of the internet for travel planning is increasing. Currently about 20% of visitors worldwide plan their own trip by internet.

The trend is therefore clearly towards independent travel as opposed to traveling in organized groups.

Adventure tourism is growing by 13 – 15% per annum.

Family travel is seen as the emerging top niche market.

All inclusive resorts are one of the most successful and fastest growing segments.

4.5.2 Trends in Tourism Demand to Africa

Activity tourism: deserts, beaches, tropical forests, mountain ranges, etc

Eco – tourism and wilderness areas coupled with conservation efforts i.e. Serengeti, Okavango, Madagascar

Cultural tourism – history of the origins of mankind

The growth of niche markets:

- Adventure tourism (hiking, angling)
- Extreme tourism (scuba diving)
- Ancestry tourism (birthplace, place of origin)
- Hobby tourism (bird watching)
- Medical tourism (recuperation)
- Knowledge tourism (origins of mankind)

4.5.3 Trends in Tourism Demand in South Africa

Leisure tourism options – extravagant escapism

Creative holidays – to learn something: cooking, fishing

Mid haul breaks

Longer holiday breaks

Cheap flights, luxury accommodation

Low cost flights

4.5.4 Trends in Tourism Demand in Gauteng

The trends in tourism demand for Gauteng are as follows:

- Gauteng to be marketed as a vibrant “must see” Big City Region to domestic and leisure visitors
- Encouragement of low income visitors to Gauteng
- Stimulate trading and shopping tourism
- Promote Gauteng as a premier event destination
- Promote green/environmentally friendly and sustainable tourism developments

4.5.5 Tourism Trends regarding Seasonality

According to tourism South Africa, overseas visitors to South Africa are more likely to visit South Africa during the summer months of October, November and December, but also to a lesser extent in May, June and July.

The tourists within South Africa mostly travel during the school holidays:

- April
- June / July
- November / December / January

Overseas visitors to Merafong is negligible.

Domestic visitors to Merafong coincide with the trends for South Africa as a whole, namely school holidays.

4.6 GROWTH TARGETS FOR TOURISM

4.7.1 Global

The UNWTO suggests that tourism will grow by 3-4% per annum.

4.7.2 Africa

Tourism growth in Africa has slowed down to 5% per annum. They have the potential to grow at a rate of 7% per annum.

4.7.3 South Africa

Tourism to South Africa is growing at approximately 8% per annum. According to the Asgisa tourism sector report, the tourism industry in South Africa is ready for a second phase of growth that could take its contribution to GDP from 8% to 12% and create employment for up to 400 000 people.

4.8 SUMMARY

The tourism demand in Merafong currently consists of:

- Visitors, Friends and Relatives
- Business stops in Carletonville and Fochville
- Holiday stops mostly in Losberg and Gatsrand area
- Day visitors to Carletonville and Fochville

It is likely that Merafong could grow its holiday visitors by:

- Developing their natural environment as a nature/outdoor/adventure destination including eco-tourism, enviro-tourism, agri-tourism, avi-tourism
- Developing mining tourism through the creation of a mining museum
- Developing the many history and heritage products in the area by linking them into a tourism route(s)
- Developing paleontological tourism : the caves, sinkholes

The above must be supported by marketing efforts such as a Tourism Information Centre

It is also likely that Merafong could grow its business and day visitor tourism by improving the aesthetics of the CBD's of Carletonville and Fochville and providing more accommodation

Merafong will never be a primary tourism destination and therefore have to concentrate on linkages to other areas, to be part of the wider tourism destination of Gauteng and the West Rand in particular:

- The N12 Treasure Route from Johannesburg to Potchefstroom
- Linkages to the Vaal River
- Linkages to Magaliesberg
- Linkages to Cradle of Mankind

4.9 STRATEGIC IMPLICATIONS FROM THE TOURISM SECTOR PLAN

- Develop the towns of Carletonville and Fochville as business, day visitor and transit stops by upgrading the appearance of the two towns, by improving traffic control, parking, shopping, restaurants etc.
- Develop tourism products especially relating to history, heritage, paleontological and nature related products

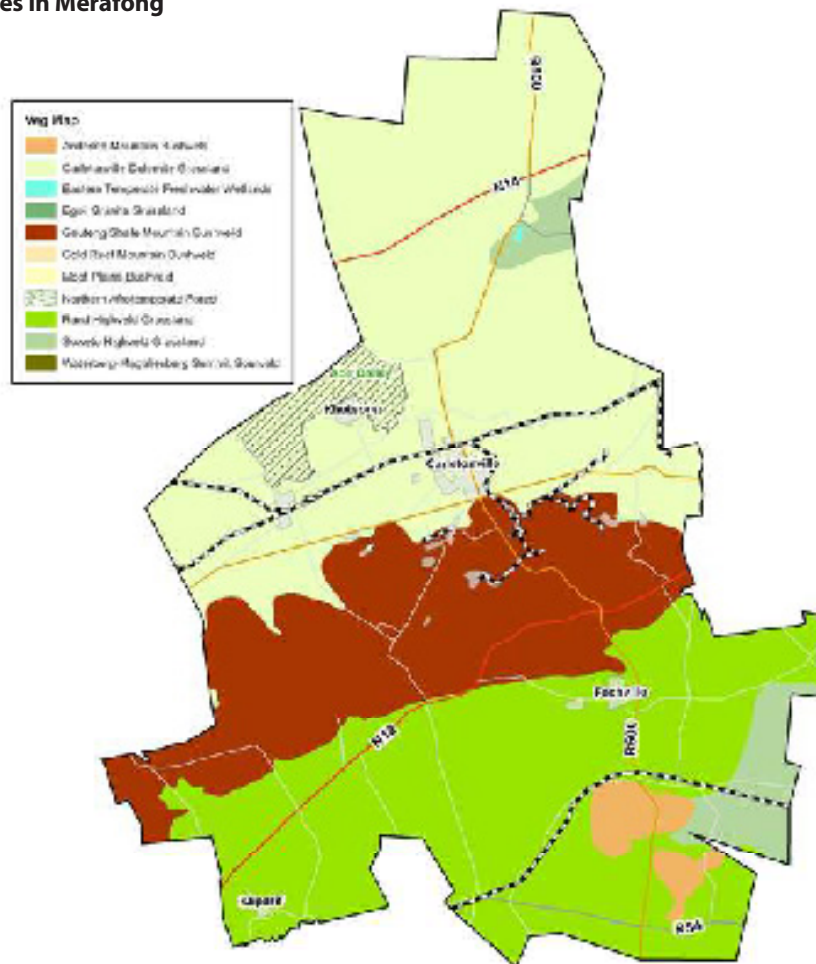
SECTION C5: ENVIRONMENTAL ASSESSMENT

5.1 CONSERVATION STATUS

Approximately 51% of Merafong Local Municipality remain natural.
A total of 41 sq km of the Merafong Local Municipality is under formal conservation, which equates to 2.5% of the municipality.

5.2 VEGETATION TYPES PROTECTED

Map 11: Vegetation Types in Merafong



Source: Merafong Spatial Development Framework

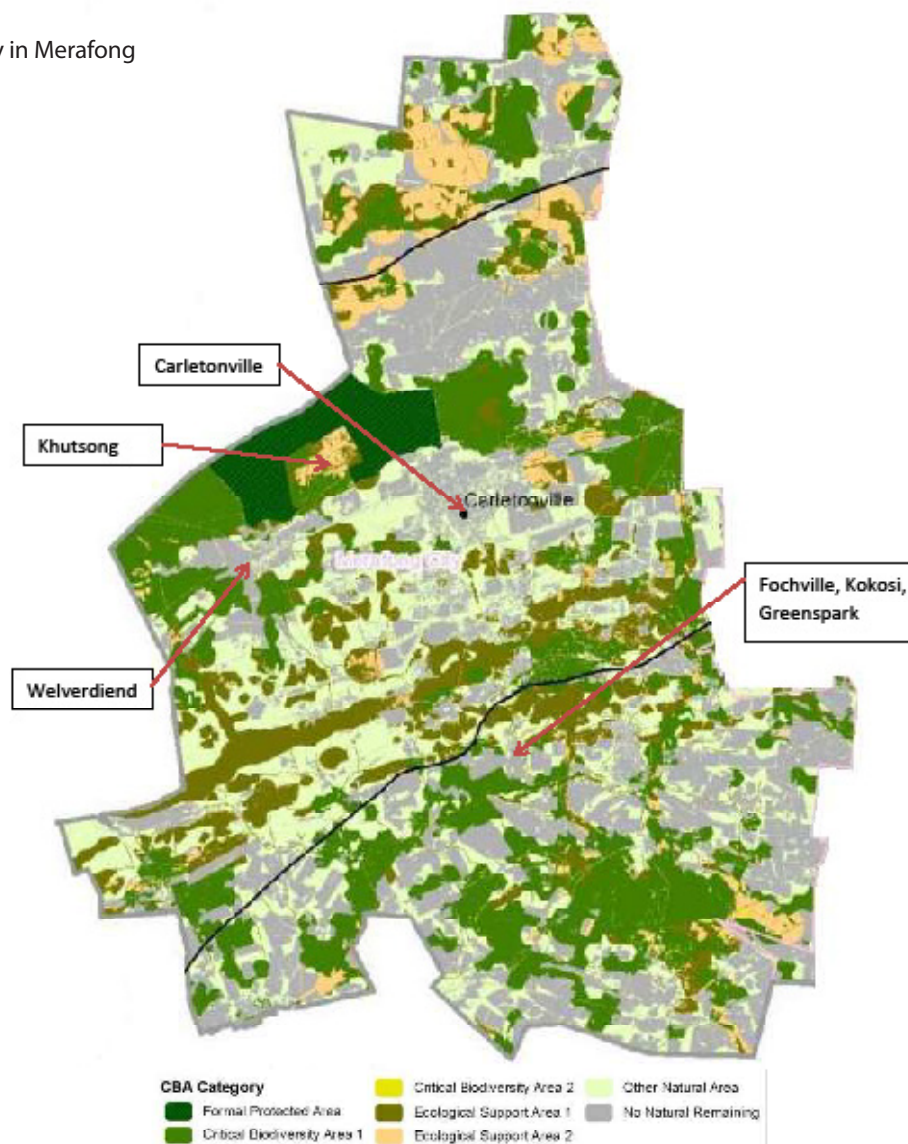
Merafong incorporates six vegetation types. The conservation status of these vegetation types are as follows:

Table 41: Vegetation types found in Merafong

Vegetation Type	SA conservation target	Total conserved in SA	Total are in Merafong	Total conserved in Merafong
Soweto Highveld Grassland	24%	Very little	65.5sq km	None
Eastern Temperate Freshwater Wetlands	24%	5%	0.48 sq km	None
Carletonville Dolomite grassland	24%	Very little	668 sq km	41sq km (Abe Bailey)
Andesite mountain bushveld	24%	7%	33 sq km	None
Gauteng shale mountain bushveld	24%	1%	356sq km	None
Rand Highveld Grassland	24%	1%	546sq km	None

5.3 ENDEMIC SPECIES

Map 12: Biodiversity in Merafong



Source: Merafong Spatial Development Framework

There are 11 endemic species/near endemic invertebrate species found in Merafong.

The following red data species, that is faunal and floral species that require protection can be found in Merafong:

Table 42: Biodiversity in Merafong

Plants	Mammals	Invertebrate	Birds	Amphibians
Andromischus umbraticola	White-tailed rat	Highveld Blue Butterfly	Cape Vulture	Giant bullfrog
Boophane disticha			Grass Owl	
Drimia sanguina			Greater Flamingo	
Kniphofia typhoides			African Marsh Harrier	
			Secretary bird	
			Melodius Lark	
			Black winged pratincole	
			Lesser kestrel	
			Martial Eagle	
			Greater painted snipe	
			Yellow billed stork	
			Lanner falcon	

5.4 WATER

Domestic water is supplied by Rand Water which abstracts water from outside the catchments of Merafong.

Two important river systems intersect Merafong: the Wonderfonteinspruit (now called the Mooirivierloop) and the Loopspruit.

Both these river systems is not suited for human consumption because of pollution (salinity, uranium, radioactivity, acid mine drainage).

The instream habitat was found to be “fair” for both rivers.

The geology of the area is characterized by dolomitic compartments. Dolomites act as a groundwater aquifer storing considerable amounts of water. The dolomites are often intruded by dolorite dykes, which are impermeable and prevent the horizontal flow of groundwater through the earth. These dolorite dykes form the underground compartments. Where the flow of groundwater is obstructed by the dolorite dykes, the water usually flow to the surface through “eyes” .

5.5 SUMMARY

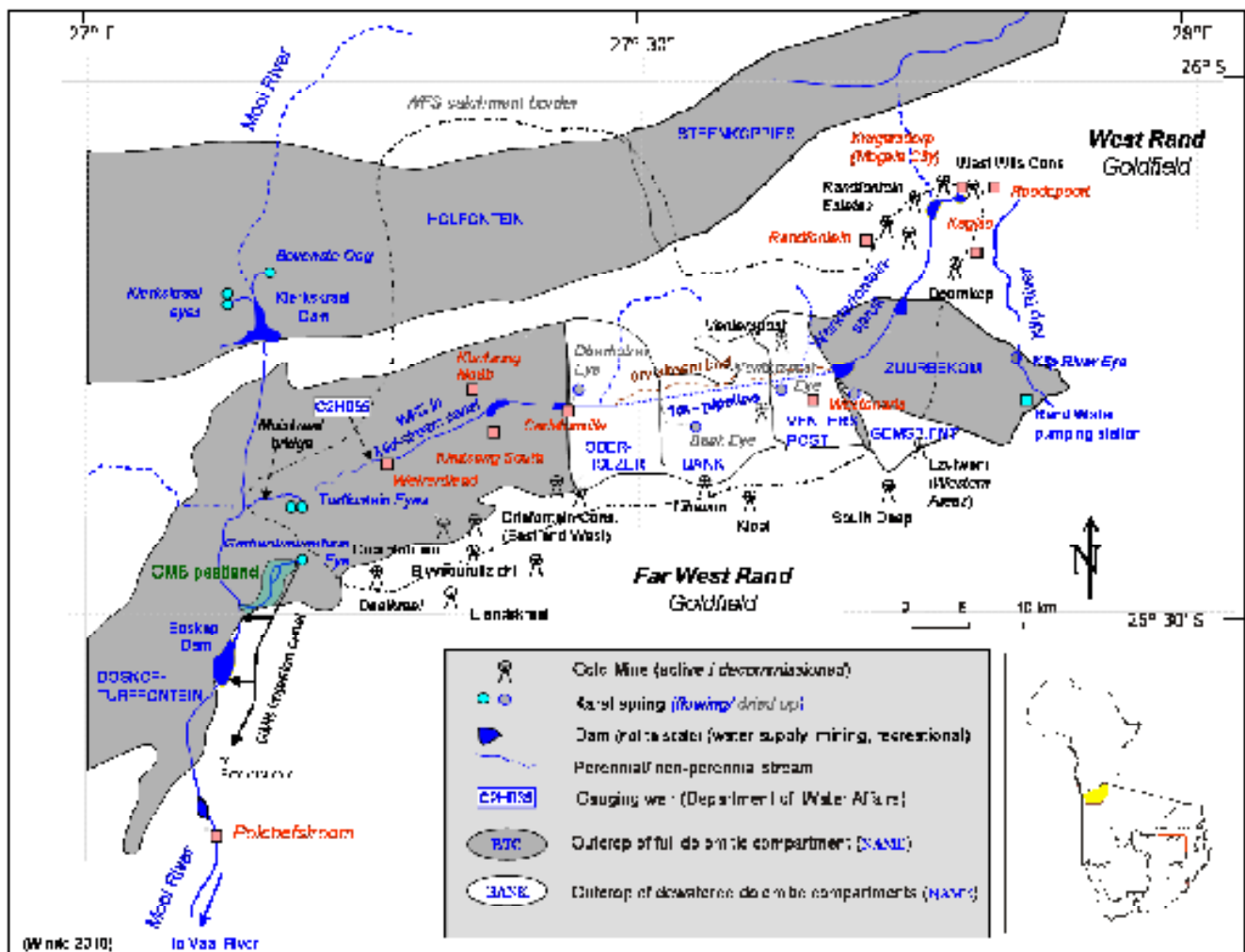
Approximately 51% of Merafong Local Municipality remain natural. It has an extensive biodiversity which includes 6 vegetation types including endemic and rare species of which very little is conserved.

Two river systems , the Wonderfonteinspruit and Loopspruit traverse Merafong. These river systems are under threat from pollution

5.6 STRATEGIC IMPLICATION FOR THE TOURISM STRATEGY

- Conserve more land in each of the 6 vegetation types
- Address the pollution of rivers

Map 13: Merafong Water Study



SECTION C6: CURRENT BRANDING, MARKETING AND PROMOTION

6.1 BACKGROUND

The marketing of tourism products within Merafong is an essential part of the success of the tourism industry. In tourism there is competition for destinations. Tourism activities are forever trying to change the behaviour of the target market to better fit tourism in their area. The consumer holds the power. Their wants, needs and expectations must be considered first. Following this, the organisations can decide how to deliver these requisites within resource constraints. This affects everything the organisation does, from product / service development all the way through to advertising and communication. This will require education and buy-in so that everyone in the area is clear on where tourism in the area is going and what their role is.

The following elements are of importance with regards to marketing and branding a destination:

Market Research

6.2 BRANDING

Branding is the management of the associations that consumers have with your product. In this instance the tourism product of Merafong. It is the information that people have to draw on when deciding how valuable your product is. Changing these associations will change the behaviour of people to better suit your brand.

The current state of the branding of the Merafong tourism product is as follows:

South Africa

South Africa is branded as “Inspiring new ways”

Figure 10: Brand South Africa



The Province

The Gauteng Province is branded as “Africa’s most visited, vibrant, big-city experience....It all starts here”

Figure 11: Brand Gauteng



The District

The West Rand District Municipality Tourism is branded as " More than just a discovery.....Discover the great outdoors on your doorstep: Cradle of Humankind, Magaliesberg, Muldersdrift"

Figure 12: Brand West Rand Tourism



The Municipality

The local Municipality is branded as Merafong City Local Municipality.

Figure 13: Brand: Merafong City



6.3 PRODUCT DEVELOPMENT

Tourism products in Merafong are centred around:

- Nature , the outdoors, adventure in the Losberg/Gatsrand areas
- History/heritage tourism products around Carletonville and Fochville

This supports global and local trends in Gauteng and the West Rand for:

- Adventure tourism
- Eco-tourism
- Activity tourism
- Cultural/history/heritage tourism

Product owners, however, agreed that the tourism infrastructure is not in a position to support growth. It is agreed that the following needs attention:

- Tourism signage
- The appearance of Carletonville and Fochville
- Cleaning the city
- More shops, restaurants
- Promoting the city/a festival(s) for the city

6.4 MARKETING

There are two ways to channel marketing promotion efforts: direct or indirect.

- Direct efforts should be used where a market is more mature and has some experience of the destination. This would include database marketing, the internet and consumer events.
- Indirect marketing should be used in markets such as Merafong where no or little knowledge exists concerning the product. This would include tour operators, advertising, public relations and new market channels

The following marketing efforts have been identified in Merafong

- **Advertising**
Merafong City has developed a tourism brochure as well as a website.
Very little accommodation establishments in Merafong have a brochure which they distribute through visitors visiting their establishment.
Most accommodation establishments in Merafong market their product through accommodation websites, such as sa-venues, places, where to stay, sleep-out etc.
- **Tour Operators**
No active marketing has been done with tour operators to include Merafong in their tours
- **Public Relations**
No active public relations exercise such as writing articles for newspapers and magazines, inviting the media for a media tour etc.
- **New Market Channels**
No new marketing channels such as exhibitions have been done to promote Merafong as a tourism destination

6.5 SUMMARY

Table 43: Summary of Marketing issues in Merafong

Item	Issue	Objective
Branding	No tourism branding of Merafong	Brand Merafong Tourism
Marketing	Limited marketing of Merafong through a tourism brochure and web site	A marketing strategy for tourism in Merafong
Coordination	Limited coordination in marketing efforts between Gauteng Tourism, West Rand Tourism and the Local Municipality and Product Owners	Coordination of marketing efforts
Integration	Lack of integration of marketing efforts in Merafong	Establish a LTO for Merafong to integrate the marketing efforts within the Municipality
Institutional capacity	Limited capacity to drive tourism marketing in Merafong	Provide adequate capacity to drive tourism in Merafong

6.6 STRATEGIC IMPLICATIONS FOR THE TOURISM PLAN

- In the first instance Merafong tourism must be branded then all the tourism stakeholders will need to buy into it and commit themselves to the brand
- Products must be developed in terms of the needs of the tourist market and in terms of the resources of the municipality
- The co-ordination of all tourism stakeholders in a LTO
- The provision of resources to drive tourism
- A coordinated marketing strategy and campaign for tourism in Merafong
- An institutional structure to drive tourism in Merafong and to link to structures in the West Rand and Gauteng

SECTION C7: TOURISM ENABLING ENVIRONMENT IN MERAFONG

7.1 BACKGROUND

Tourism development, the marketing thereof and the management of tourism is currently completely undertaken by a tourism officer of Merafong Local Municipality

There is a lack of strategic interaction between tourism stakeholders in Merafong. The result is a duplication of efforts and missed opportunities.

The role of the municipality is to create a climate that will encourage private enterprise to take advantage of development and investment opportunities – to create a favourable environment for tourism to flourish in Merafong

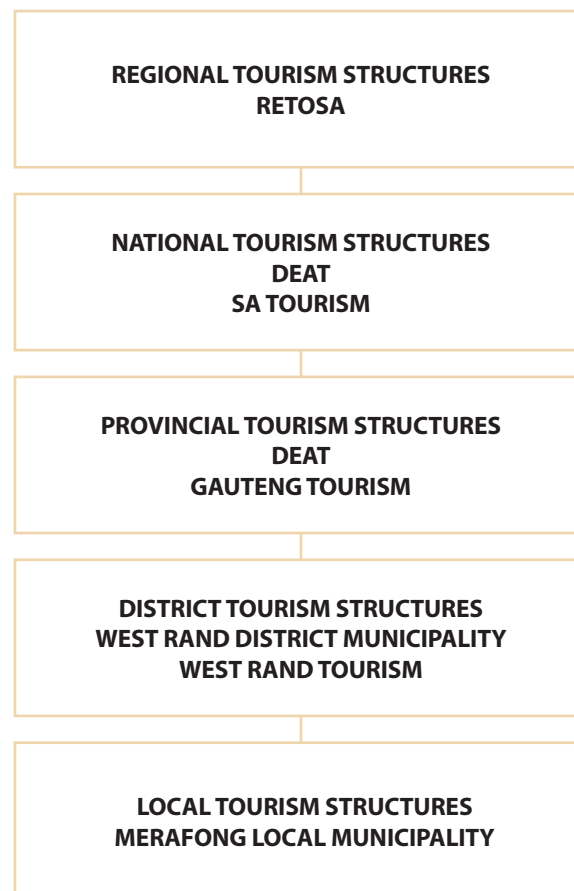
Issues that would require coordination has been identified by tourism stakeholders in Merafong:

- Lack of standards
- Lack of marketing and promotion
- Lack of signage
- Lack of major attractions: most indicate attractions outside of Merafong

In order to ensure that these and other issues get the necessary attention, it is required that the institutional capacity is in place. This means that the necessary institutional structures that will allow Merafong Local Municipality to facilitate tourism development in the municipality are put in place. These structures must allow for greater communication and co-operation between the various tourism stakeholders in the municipality.

Firstly it is necessary to look at the tourism institutional framework in South Africa and how Merafong fits into that structure.

Figure 14: The Tourism Institutional Framework can be summarised as follows:



7.2 RETOSA

The Regional Tourism Organization of Southern Africa is the regional tourism cooperation body intended to develop the combined tourism interest of its 14 member states. It is the official SADC tourism body.

7.3 SA TOURISM

SA Tourism, funded by DEAT, markets Southern Africa's scenic beauty, diverse wildlife, kaleidoscope of cultures and heritage, the great outdoors, sport and adventure opportunities, eco-tourism and conference facilities.

7.4 THE DEPARTMENT OF TOURISM (NATIONAL)

The role of the Department is to fulfill the national government's role in creating the conditions for responsible tourism growth and development by promoting and developing tourism, thereby increasing job and entrepreneurial opportunities and encouraging the meaningful participation of previously disadvantaged individuals. The focus will be on facilitating the growth of the tourism industry by providing support to the public and private sectors and the broader community. The Department currently provides funds for tourism products through the Social Responsibility Programme.

7.5 THE DEPARTMENT OF ECONOMIC DEVELOPMENT (PROVINCIAL)

This Department is tasked to ensure that the right environmental framework and initiatives are put in place to foster economic growth and job creation in the Province, including tourism growth. This Department is therefore responsible for funding various agencies, including the Gauteng Tourism Authority

7.6 THE GAUTENG TOURISM AUTHORITY

The role of the Gauteng Tourism authority is to optimise the tourism potential of Gauteng through:

- Marketing and promotion of tourism in the Province
- Managing the tourism industry in the Province
- Providing tourism information
- Undertaking research
- Encouraging the development of tourism products
- Encouraging training

7.8 WEST RAND DISTRICT MUNICIPALITY

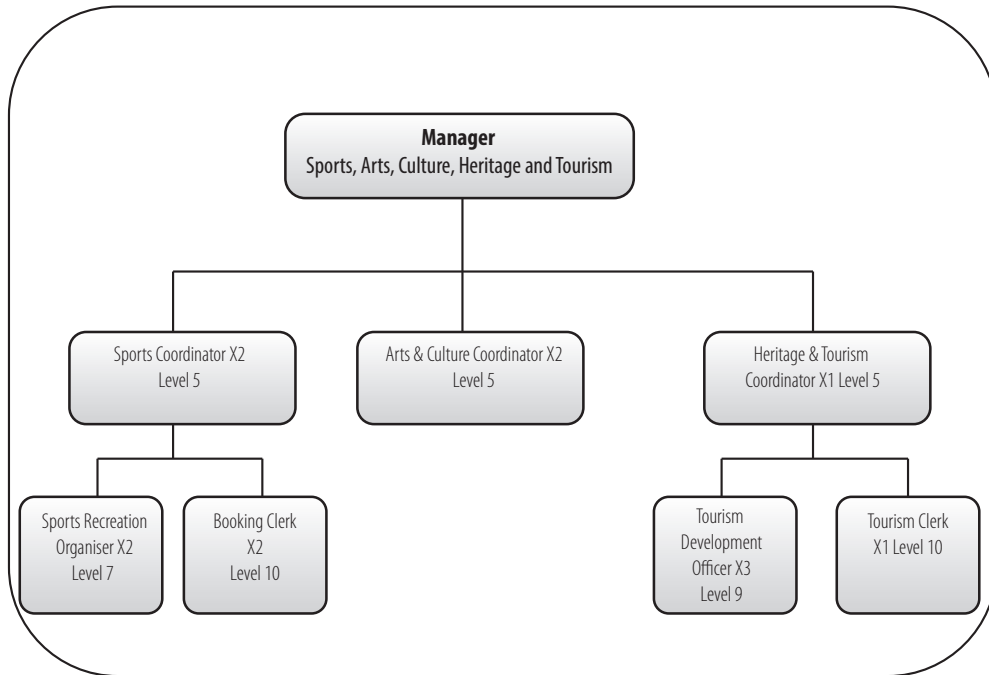
The role of the West Rand District Municipality is to promote local tourism in their area through marketing the district area and co-ordinating the tourism industry in the district area.

The West Rand District Municipality has created an agency, West Rand Tourism to fulfill this function

7.9 MERAUFONG LOCAL MUNICIPALITY

Promoting and developing local tourism is the responsibility of each Local Municipality in terms of the Constitution. The focus of local municipalities will be on planning, development and maintenance of the tourism product. Merafong Local Municipality have a Tourism Officer who is mandated to develop and market tourism in Merafong

The tourism section in Merafong falls under the Manager: Sports, Arts, Culture, Heritage and Tourism. The organogram for that section is as follows:



Sports, Arts, Culture, Heritage and Tourism

Post	Level	Number of Staff
Manager	SALGBC	1
Sports Coordinator	5	2
Sports and Recreation Organiser	7	2
Arts and Culture Organiser	7	2
Tourism Coordinator	5	1
Tourism Officer	8	2
Tourism Clerk	10	1
Tourism Development Officer	9	1
Booking Clerk	10	2
Posts: 9		Total: 14
Costs of structure	R14 054 630	

The posts of Tourism coordinator, one of the three Tourism Development Officers and the Tourism Clerk is currently filled. Two of the three Tourism Development Officers Posts are vacant

7.11 MERAUFONG LOCAL TOURISM ORGANISATION (LTO)

According to the web site of West Rand Tourism , an LTO for Meraufong is in place

The functions of a local tourism organisation are:

- Co-ordinating markets, promotions and events in the municipality
- Communicate with tourism stakeholders and provide them with access to information on tourism products in the municipality
- Liaise with the municipality, government department and external organizations
- Represent tourism in the municipality on the District Tourism Organisation
- Support and promote local events and activities
- Provide accurate information and directions to tourists visiting the municipality

7.12 MERAFONG COMMUNITY TOURISM ORGANISATIONS (CTO)

The Merafong Tourism Association operates from the Carletonville Library, where they operate a Tourism Information Centre

The functions of a community tourism organisation are:

- Promote tourism development in the area by identifying opportunities
- Represent the CTO on the LTO
- Promote tourism awareness and education
- Co-ordinate the local tourism programme, events, initiatives within the municipal program

7.13 SUMMARY

The Merafong Municipality is not actively promoting their mandate to provide an enabling environment for the growth of tourism in the area:

- The Local Tourism Organisation in Merafong is not functional
- The Merafong Tourism Association is not representative of the broader tourism community in Merafong
- The tourism section is understaffed

7.14 STRATEGIC IMPLICATIONS FOR THE TOURISM SECTOR PLAN

If the Merafong Municipality is to execute its role to create an enabling environment for tourism to flourish they will have to:

- Provide secretarial and administrative support to the CTO's and LTO
- Disseminate information to the CTO, LTO's, product owners, tour operators etc
- Update and keep records of tourists visiting the area
- Co-ordinate and facilitate tourism promotions and marketing
- Facilitate and co-ordinate the tourism product development in the area
- Balance the interest of the community against the tourism stakeholders

SECTION C9: SWOT ANALYSIS

9.1 CONCLUSIONS FROM THE SITUATION ANALYSIS

The following conclusions are evident from the situation analysis:

- The municipality is mainly a destination for business visitors and to lesser extent as a holiday destination, mainly to nature and adventure related destinations in the Losberg
- The tourism industry in Merafong is very young. The average years in operation for accommodation establishments are 6 years
- Most visitors are business visitors who mostly visit during the week all year round for 4 – 5 nights per trip
- Most visitors are domestic visitors mostly from Gauteng, North West, Free State, Limpopo and Mpumalanga. Most come because of the mining industry
- Holiday tourism in the area is an upcoming market
- Product owners are of the opinion that a mining museum would attract people to the area as well as to link into the N12 Treasure Route
- There is a perceived need for the development of shopping and restaurants, and to create a major festival to promote the City

9.2 GAP ANALYSIS

Gaps in terms of tourism development in the municipality have been identified by tourism product owners through personal interviews are indicated below. These gaps pose major barriers to tourism development in the area; the improvement of which will promote tourism in the district.

- Poor aesthetics of the CBD of Carletonville
- Poor state of roads in the area
- Lack of integrated, sufficient and efficient marketing initiatives for tourism products in the area
- Poor support from local government for tourism development in the municipality
- Few shopping facilities and restaurants
- A fragmented tourism system in the municipality – lack of co-operation and co-ordination between local government, tourism product owners and tourism stakeholders
- Lack of access and development of potential tourism attractions
- Lack of environmental awareness (pollution)
- Lack of tourism awareness
- Lack of tourism signage
- Lack of public transport

9.3 SWOT ANALYSIS

The purpose of a SWOT analysis is to inform the tourism development strategy as show in the following diagrams

Figure 15: SWOT ANALYSES

STRENGTHS	What can be done to sustain the strengths of the local tourism sector	P L A N
WEAKNESSES	What can be done to reduce the weaknesses of the local tourism sector	
OPPORTUNITIES	What tourism opportunities are there that can be grasped	
THREATS	What actions are needed to negate threats to the local tourism sector	

This analysis is based on interviews with tourism stakeholders in the area; interviews with product owners in the area and secondary research.

The strengths, weaknesses, opportunities and threats with regard to the tourism spectrum in Merafong is outlined in Table 44 below:

<p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ Natural environment: The Gatsrand, Losberg, rivers, dams, wetlands, scenic beauty, mountains, natural areas Hiking trails, mountain biking, birding, horse riding, 4X4 trails, game viewing, hunting ▪ Karst Related resources: Caves, sinkholes, fountains, etc ▪ History and Heritage resources: Anglo-Boer War, Great Trek, Iron Age Settlements, Tswana Settlements. ▪ Accommodation establishments in Carletonville/Fochville, and on farms in the area ▪ Events: Carletonville Show, Wildsfees, Wine Festival etc ▪ Good main access roads 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Poor state of district roads – cannot provide adequate access to potential tourism products ▪ Insufficient funding for promotion of tourism ▪ Insufficient and ineffective marketing ▪ Lack of tourism signage ▪ Limited events ▪ Limited activities (things to do) ▪ Lack of grading of accommodation establishments ▪ Lack of shopping and restaurants ▪ Few community-based tourism entrepreneurs ▪ Poor relationship between the public and private sector ▪ Not enough tourists ▪ Lack of organizational structures
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Mining Tourism ▪ Karst related tourism ▪ A Mega “ Big 5” Nature Reserve on mine land ▪ Conferencing ▪ Events ▪ A rich history and heritage ▪ Blyvooruitzicht Historic Mining Village 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ Lack of tourism awareness ▪ The aesthetics of the CBD of Carletonville ▪ Lack of conservation of the natural environment ▪ Lack of environmental management: Pollution through mining activities ▪ Lack of protection of heritage resources ▪ Safety and security issues

9.4 STRATEGIC TOURISM DEVELOPMENT OPPORTUNITIES AND MARKETS

The following strategic tourism development and opportunities have been identified based on the primary research conducted:

Adventure Tourism

The Gauteng Spatial Development Framework regard the natural and open space areas on the West Rand as an agricultural hub and an open space lung within the context of Gauteng

The West Rand is branded as “The great outdoors on your (Gauteng) doorstep”

A Mega “ Big 5” Nature Reserve has been proposed on large tracts of mine land on the West Rand.

Merafong has a magnificent natural environment which support many outdoor activities

Adventure tourism activities such as mountain hiking, quad biking, 4 X 4 routes, horse trails, hiking , birding etc., should be promoted in Merafong

History and Heritage Tourism

Merafong is rich in history and heritage, relating to the Great Trek, Anglo Boer War and early settlers in the area, monuments, ruins, buildings etc

Karst related Tourism

Merafong is rich in karst resources, such as sinkholes, caves, underground aquifers, a rock library, etc

Special Event Tourism

Festivals and events promoting the area will draw more visitors, especially domestic visitors. Although there are various local annual events held each year, tourism product owners are of the opinion that a major event for Merafong is required

Community Based Tourism

Tourism in the townships around Carletonville is non-existent whilst many opportunities exist. It is therefore recommended that community based tourism be promoted in this area in order to ensure that the benefits of tourism are spread to poor communities.

Mining Tourism

Merafong is the centre of gold mining in South Africa and has the deepest gold mine in the world, but has nothing to offer visitors

9.5 OPPORTUNITIES FOR PROMOTING TOURISM DEVELOPMENT

Stronger Organisational Structures

The Merafong LTO must become fully functional and take responsibility to ensure that:

- Tourism in the area is properly managed
- The Tourism Development Strategy is executed
- Communication channels between the CTO's, LTO and DTO is put in place
- Tourism in Merafong is appropriately branded and the area properly marketed

Soft Infrastructure Opportunities

All communities need to become more aware of tourism and its benefits and system be put in place for:

- Support for new tourism products
- Mentoring programmes
- Customer Care
- Municipal training
- Product development and management
- Awareness of support services available

9.6 HARD INFRASTRUCTURE OPPORTUNITIES

The poor conditions of infrastructure was mentioned in previous sections. Suggestions in this regard include:

- Improve district roads
- Upgrade road signage
- Upgrade town specific signage
- Cleaning of the towns
- Improve the aesthetics of the CBD of Carletonville

Local Tourism Development Opportunities

Tourism development opportunities have been identified from interviews:

- Creating a major event in Merafong
- A mine museum linked to karst related attractions in the area
- A major conference centre in Merafong
- A new shopping mall
- More Restaurants
- Linkages with the N12 Treasure Route
- Tourism signage
- Marketing and promotion of tourism in Merafong

Section D: Tourism Development Strategy

Merafong is developing as a tourism region. It is an area marked by open spaces, grassland and mountains (Gatsrand and Losberg), interspersed with gold mines, and a karst landscape. It is a mining and agricultural area steeped in history, heritage, culture and diversity. The area is renowned for hunting, game reserves, hiking, mountain biking, birding and adventure, including the world renowned Johannesburg Sky Diving Club at Carletonville's airfield. The area is rich in karst, including large underground water compartments, caves, tunnels, sinkholes - the largest in Southern Africa.

Tourism has been identified as a growth sector in the Local Economic Development Strategy for Merafong. It has the potential for increased economic activity, and as a source of employment. Tourism is of vital importance to the district with direct benefits for local communities, as well as economic benefits for the municipality as a whole.

Tourism can only become a productive sector if driven by a clear strategy or destination brand, competitive products and the cooperation of all stakeholders.

The tourism sector has been built over many years on the strength of its comparative advantages and by the dedication of individual product owners. However, the study has shown a lack of coordination and a significant number of gaps and opportunities that, if re-directed, could grow the industry, resulting in economic growth, job creation and poverty alleviation.

The Tourism Development Strategy aims to collate the findings from the document review, situation analyses, and SWOT analysis to assist the municipality in stimulating and organising their functions to fill the existing gaps and opportunities through strategic interventions. This can be done through developing a unified vision, developing tourism products, creating an enabling environment, improving infrastructure, developing tourism skills and a concrete marketing plan.

TOURISM DEVELOPMENT STRATEGY VISION AND MISSION

The Tourism Development Strategy for Merafong needs to be directed by a coordinated and unified vision. The future development of tourism in Merafong, as adopted at a public participation workshop, is as follows:

To develop Merafong as a tourist destination with unique natural assets and a rich mining history and heritage within the West Rand and Gauteng by efficiently employing all available resources in a sustainable manner, invest in infrastructure, skills development, and creating strategic partnerships

In so doing the tourism mission is to:

- Provide an enabling environment in which the tourism industry can thrive and benefit all citizens within the municipality
- Facilitate and coordinate the management and development of the tourism sector in conjunction with all key tourism stakeholders
- Source appropriate funding for desired tourism development projects
- Ensure institutional alignment of the strategy with other programme and policy documents
- Strategically invest in the sector in order to enhance the value of tourism attractions within the municipality, by providing adequate infrastructure and promoting the municipality as a tourism destination

The tourism vision will be guided by the following principles:

- It will be private sector driven
- The government will provide an enabling environment
- Tourism planning will be integrated with other aspects of development in Merafong
- Effective community involvement
- Sustainable environmental practices
- Partnerships with key stakeholders
- To use tourism as an empowerment tool

The success of the tourism vision will be guided by the following critical success factors:

- Sustainable environmental practices
- Inclusion of local communities
- A safe and stable tourism environment
- Globally competitive practices
- Innovative and responsive to customer needs
- Focus on product enhancement and diversity
- Tourism training, education and awareness
- Creative and aggressive marketing and promotion
- Strong economic linkages with other sectors
- Appropriate institutional structures
- Appropriate supportive infrastructure

TOURISM DEVELOPMENT STRATEGY APPROACH

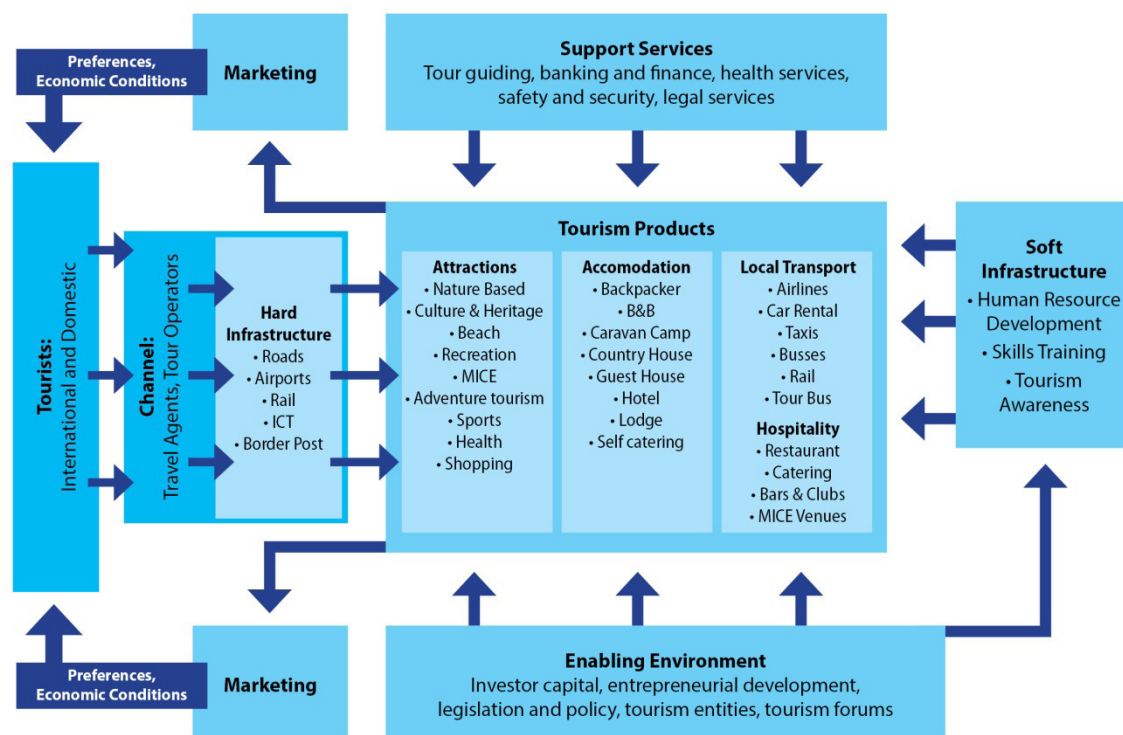
The Merafong Tourism Development Strategy adopts a systems approach to tourism development. The advantage of such an approach is that it adopts a more holistic method of developing tourism. Rather than focusing on and merely trying to improve the tourism products and services which the area already offers, the systems approach focuses on a number of integrated components that are integral to the efficient functioning of the tourism sector and industry as a whole

Therefore, in addition to focusing on product development, the systems approach pays careful attention to four other components that are essential to the effective performance of the tourism industry, namely:

- Marketing and branding
- Infrastructure development
- Human resource development
- Creating an enabling environment

There is little point in developing great tourism products if the tourists do not know about these products, or if the tourists cannot get to the products. Furthermore, great tourism products will achieve little success if they are not operated by appropriately skilled staff or if the appropriate enabling environment is not forged by the local, district and provincial governments. As a result, the successful functioning of the tourism sector is dependent upon the development of these integrated components. It is thus vital that the Merafong Tourism Development Strategy adopts the systems approach to tourism development.

Figure: Systems approach to tourism development



The following sections discuss each of the five components and their intervention plans, by using the systems approach in developing a tourism development strategy:

- Tourism product development
- Marketing and branding
- Infrastructure development
- Human resource development
- Creating an enabling environment

All the key actions for all the projects across the five components need to be included in the IDP and budgetary process of the municipality.

SECTION D1: TOURISM PRODUCT DEVELOPMENT

INTRODUCTION

Tourism product development seeks to grow the tourism products within the municipality as a whole, to reflect the diversity of the municipality's tourism offerings. Furthermore, it aims to exploit areas in tourism where the municipality has a comparative advantage.

Merafong is at present a business destination catering for business and government officials attending meetings, training, etc and staying, mostly during the week in guest houses. It is also, in a more limited way, a leisure destination for visitors who visit the nature and adventure products during weekends. There is a lack of "things to do" in the municipality because activities and products have not been fully developed and marketed and visitors are largely unaware of the various activities available to them. The aim is to develop tourism products and attractions to allow visitors to do more, stay longer and spend more. In short the aim is to make the area a real tourism destination.

Although it is understood that product development is not the function of the municipality, the municipality can create an environment conducive to private sector investment in tourism products.

Objectives and projects to meet the priority area

The objectives and projects below support and facilitate the development of products currently available in the municipality and to prioritise their success

Objective 1: The development of iconic products in the municipality to attract more tourists

It is important from a marketing perspective to differentiate the tourism products in Merafong from competing tourism products in other municipalities within Gauteng. This can be done by developing iconic tourism products in Merafong - products that will provide a truly unique experience for tourists visiting the municipality and act as a reason to specifically visit the municipality. This can be achieved through the following projects:

Project: The Carletonville Heritage Precinct Development

Carletonville Civic Centre in the heart of the CBD of Carletonville boasts a multi-purpose centre which includes:

- A public library
- An auditorium seating 500
- A side hall with a capacity of 150
- A banquet hall with a capacity of 300
- A foyer
- A dance hall
- Two kitchens

This represents a sizeable conference centre which is not used to its full capacity and which is not maintained properly. If revamped it could become a major conference centre bringing many more visitors to Carletonville.

The Civic Centre is in a reasonable state of repair but is in need of a revamp.

The Council recently approved the Carletonville Heritage Precinct development concept, which includes the following:

- Revamping the civic centre into a major convention centre
- A hotel development
- A heritage square in the centre of the park adjoining the civic centre
- Pedestrianising the area between the civic centre and the municipal building by turning Flint Street into a tree-lined pedestrian walkway
- A mining museum with associated niche retail
- A business and residential development on both sides of the land which now encompasses the park
- An amphitheatre and landscaping
- An Enterprise Development Centre

It is also proposed that the development include the following:

- A Tourism information centre

A public-private partnership is suggested by council releasing a portion of the park for commercial use. The Enterprise Development Centre is proceeding as a short term project.

Merafong has the opportunity to link this project with the history of the National Union of Mineworkers (NUM) and its early leaders, who worked in this area, such as Eliyah Barayi, who was born in Cradock but moved to Carletonville in May 1973 and who became the first vice president of the NUM when it was established in 1982. He eventually became the first president of Cosatu in 1985, a post he held until 1991. He passed away in 1994, months before the first national elections and is buried in the Carletonville cemetery.

Cyril Ramaphosa, our current vice president, was the first secretary general of the NUM and James Motlatsi the first president. Cyril Ramaphosa, wearing a black leather jacket moved around the goldfields at weekends, recruiting mineworkers for the fledgling union.

Kgalema Motlante, our past vice president, was the secretary general of the NUM from 1987.

Gwede Mantashe, the current general secretary of the ANC, was general secretary of the NUM from 1998 to 2006.

It is clear that the NUM was a “nursery for political and business leadership” according to the Daily Maverick. “The union has also been an agent for social change; in a way that went beyond the mines. The union’s history is linked intimately to the struggle for social transformation in the country.”

An opportunity exists to link this important development with the history of the NUM and its leadership; to create a hype around the idea and leverage funding from both the private sector and government.

It is proposed that the development includes an exhibition on the history of mining and mineworkers in the area and shows the development of unions, especially the National Union of Mineworkers. It will portray its leaders and the events leading up to freedom and democracy and the role the unions, and in particular the NUM, played in these events.

It is proposed that a large statue of the “Mineworker” be erected in Heritage Square to link up with the whole concept.

Since the central business district of Carletonville has a unique environment, having been built in the 60’s and 70’s, a sensitive architectural approach should be taken so as not to harm the special architectural character.

In order to facilitate the development of this unique facility the main actions proposed are:

- To revamp the Civic Centre as a major Convention Centre
- Facilitate a hotel development
- Provide for a mining museum
- Facilitate an amphitheatre development
- Develop a residential and business component
- Provide a Tourism Information Centre



Objective 2: Promote adventure, nature-based and sports tourism

Research from the situation analysis shows that leisure visitors to the municipality mostly participate in adventure and nature-based tourism activities. Given the municipality’s beautiful natural environment, consisting of grassland biomes, the Gatsrand and Losberg, the municipality has a comparative advantage in adventure and nature-based tourism. Furthermore the municipality has the capacity to promote sports tourism.

The objective to achieve this is through the following projects:

Project 1: Promote the development of the Kraalkop Game Reserve

Kraalkop Game Reserve is a 700 ha game reserve owned by Anglo Ashanti Gold and leased to a private entrepreneur on the intersection of the N12 and R500 between Carletonville and Fochville. It is situated on rocky highland grassland.

The reserve boasts an array of antelope including wildebeest, nyala, impala, mountain reedbuck, red hartebeest, springbok and zebra. The reserve has two hiking trails, a mountain biking trail and a 4X4 trail. Self-drive and game drive options to view game are available.

Accommodation is offered as follows:

- 2 chalets sleeping 8 people each
- 2 chalets sleeping 2 people each
- 1 chalet sleeping 6 people
- A caravan/tent camp with 36 stands including ablutions

A small conference centre that can seat 20 is available.

Kraalkop Game Reserve was neglected for a number of years as it was not the prime function of the Anglo Ashanti Gold. It has now been leased to a private entrepreneur who plans to upgrade and develop the reserve.

The main actions needed to facilitate the development of this unique facility are:

- Market Kraalkop Game Reserve as a key attraction in the municipality's marketing material

Project 2: Promote the development of the Abe Bailey Nature Reserve into a Big 5 Nature Reserve

The Abe Bailey Nature Reserve is a 4200ha nature reserve, owned by the Far West Rand Dolomitic Association and managed by Gauteng Province Nature Conservation. A 700ha extension to the reserve is in the process of being incorporated into the reserve. This land is also owned by the Far West Rand Dolomitic Association. The reserve predominantly comprises Carletonville dolomite grassland and associated wetlands with scattered caves and patches of broad-leafed and acacia woodland.

The wetland itself is diverse, ranging from dense reed beds to shallow open water, patches of short emergent vegetation, extensive areas of flooded grassland and narrow mudflats. The combination of wetland, grassland, and bush habitat makes this a rewarding birding destination at any time of year and throughout the day. Birders consider the Abe Bailey to be the top wetland site in Gauteng. The current reserve list stands at over 260 species of which over 100 are resident or regular migrants. The reserve also boasts sinkholes which lead to caves and underground tunnels in the dolomitic rocks.

The reserve has a variety of antelope species such as springbok, wildebeest and zebra. It is one of the last remaining areas in which pure gene black wildebeest can be found.

The unique aspects of this reserve are therefore:

- Its unique wetland
- Sinkholes
- Pure gene black wildebeest

The reserve has a parking and picnic area as well as extensive accommodation which can cater for individuals or groups, and includes:

- Four newly-built chalets which remains unfurnished
- A lecture hall and kitchen to cater for groups
- Two dormitories

The reserve offers education programmes for schools in Gauteng.

The problems associated with the reserve are:

- There are no formal access roads for visitors to drive through the grassland habitat
- No bird hides are currently available as the existing bird hide is under water. It is not well known and the accommodation is hardly used
- It is not well marketed
- There is no fencing between the reserve and Khutsong which creates problems with regards to poaching and dogs entering the reserve

The main actions needed to facilitate the development of this unique facility are:

- Building bird hides for birders
- Fencing the reserve
- Providing formal access roads through the reserve
- Marketing the reserve

According to the park manager, funds in excess of R10 million have been allocated to the reserve over the next three years for the construction of a fence between the reserve and Khutsong.

A suggestion was made by a deputy director of Goldfields Limited that the entire land owned by the Far West Rand Dolomitic Water Association be donated to municipalities in order to establish a Big 5 game reserve which would stretch close to 50km along the lower parts of the Wonderfontein Spruit, and would be in excess of the 50 000ha required to house the Big 5.

Located in a malaria-free area less than an hour's drive from Gauteng, this may well prove to be an economically viable and sustainable option for this land after mining winds down.

According to a representative of the Far West Rand Dolomitic Water Association, Goldfields is the sole survivor of a group of mining houses that used to make up the Association. In future they will have to consider all options for using the land, once it is not required for mining any more, which is estimated to be in 20 to 30 years' time. Options include housing, commercial use, etc. It will therefore be necessary to complete a Land Use Framework Plan, to consider all possible land use options, including land for the extension of Abe Bailey Nature Reserve into a Big 5 nature reserve. Although 20 or 30 years sounds like a long time, it is necessary to establish the viability of such a proposal, and to create a vision, and keep this vision alive, and implement it over time until it is finally realised.

The following actions are required in order to develop the Abe Bailey Nature Reserve in the future:

- Lobby Goldfields to complete a land-use framework plan for all land belonging to the FWRDA
- Lobby the Gauteng Department of Nature Conservation to complete a feasibility study for a Big 5 Nature Reserve on land belonging to the FWRDA
- Market the Abe Bailey Nature Reserve in all municipal marketing collateral

Project 3: Promote the development of the Losberg area as a nature-based adventure destination

The Losberg is a mountainous area close to Fochville. It has been described as "a piece of bushveld in the heartland of maize and cattle farming country" (flat grassland). Various nature-based adventure attractions are found in the area: Waenhuis Guest Lodge and Losberg Lodge situated on game farms in the Losberg on the R500 between Fochville and Parys, and the Lagayim Adventure Centre, Crocodilian Estate and Elandsfontein Camp Site, on farms on the road between Fochville and the N12 to Potchefstroom

A variety of adventure activities is available in the area:

- Hiking
- Biking
- Mountain biking
- Horse riding
- Game viewing

The following actions are required to develop the Losberg area as a nature based adventure destination:

- Market the Losberg area as a key attraction within the municipality in all marketing material

Project 4: Development of the Johannesburg Skydiving Club

The Johannesburg Skydiving Club is situated on Carletonville's airfield. The airspace is perfect for a skydiving club as it is far removed from the major airfields of Gauteng. It has a PAC 750XL airplane as well as a second aircraft available for extra lift capacity. There is an active membership from all over Gauteng who come and jump over weekends and public holidays.

Tandem jumps are also offered where members of the public with no experience in sky diving, can jump in tandem with an experienced jumper. A video is made of the jump and included in the price. The same is done with a bunjy jump. Well known personalities often jump there and receive press coverage.

The Johannesburg Sky Diving Club held the 5th FAIU World Cup recently at Carletonville

The club has built wonderful facilities over the years, which include:

- A swimming pool
- Accommodation in the form of wooden huts
- A shaded picnic area
- A canteen (restaurant)
- A licensed pub
- A braai area
- A pool table, etc

The club is a well-known adventure tourism spot in Gauteng, and is widely advertised, indeed it is a wonderful tourism asset for Merafong. Visitors make use of guest houses in Carletonville over weekends and public holidays.

The club has problems with safety (fencing) as well as with the entrance to the club which currently passes a dump site.

The main actions needed to facilitate the upgrading and maintenance of the club are:

- Market the Johannesburg Sky diving club as a key attraction within the municipality
- Assist the club to fence the airfield and to provide a new entrance for the facility

Project 5: Promote the development of Living Gold Roses into a major tourism attraction

Living Gold is a 10ha, state of the art, fully climate-controlled rose propagation and growing facility, the first of its kind in South Africa. It was built by Sibanye Gold Mine, a gold mining company, as a contribution to the future economy of the area, after gold mining ends.

The farms sell approximately 1.9 million stems per month across five continents. It produces roses for its own use, for local growers and growers in other parts of Africa. It also has a pot plant business producing approximately 8000 pot plants per week.

The facility is situated just outside Carletonville on the Welverdiend Road to Khutsong.

Living Gold offers visitors organised tours through the facility, a maximum of 40 and a minimum of 10. It takes approximately 1000 visitors per annum.

It is in the process of improving the facility for visitors, including a tea garden, which should be completed in two year's time.

Living Gold Roses is unique and is not well known as a tourist attraction. At the moment it is not really geared up for visitors. This will change and in two year's time should be more visitor friendly.

The main actions needed to facilitate the development of this unique facility are:

- Market Living Gold Roses as a major attraction within the municipality and include it in all marketing

Objective 3: Promote the development of Culture, Heritage and History in Merafong

Project 1: Promote the development of geology, karst, and mining attractions

Project 1.1 Facilitate a new display for the Ventersdorp Contact Reef Rock Library

The Ventersdorp Contact Reef (VCR) Rock Library is situated in the Carletonville Library in the CBD of Carletonville. It consists of 170 rock samples that have been collected from mines in the area together with a poster display. As a teaching aid it benefits geologists, mines, students and the general public.

The VCR is the name given to the reef that occurs at the base of the Ventersdorp Lava. It is mined in the area between Krugersdorp in the east and Klerksdorp in the west. Along the West Wits line, the VCR is recognised as being economically important as it has become the principal revenue earner, superseding the Carbon Leader. For years confidentiality hampered progress towards the regional understanding of this reef.

The library is unique, possibly the first of its kind in the world.

The rock library is housed in the library. The displays are placed on the walls where students study making the library inaccessible.

The following are needed to develop this unique facility:

- Identify alternative space in the Civic Centre for the display
- Design and produce a new display for the rock library
- Re-launch the display
- Market the rock library as a major attraction in the municipality by including it in all marketing

Project 1.2 Promote the development of the Blyvooruitzicht Mining Town as a historic mining town

Blyvooruitzicht gold mine was established in 1937 and started producing in 1942. In the late 1960s and early 1970s it boasted the highest per capita gold production in the world. The first uranium production plant was established there in 1949. On 3 August 1964 a sinkhole swallowed the house of the Oosthuizen family who were never seen again. A monument is erected on the site.

A memorial stone is also erected at Blyvooruitzicht for messrs Ireland and Bergh, two mine captains killed in a rockfall in 1964. The recreation club at the mine was the setting for the 1970s soapie *The Villagers*. The highest point of the village is called "Isidingo" where the house of the mine captain stood. The name is linked to the current soapie with the same name.

Blyvooruitzicht is a fully fledged town including schools, a golf course and recreation club, a housing estate etc. The mine is under liquidation, and is vulnerable to people stealing equipment, and infrastructure. The municipality and government are in the process of ensuring that the mine is protected from theft.

Blyvooruitzicht could be a valuable asset in the future, in the same way that Cullinan and Pilgrim's Rest are.

The main actions needed to facilitate the development of this unique facility are:

- Facilitate the preservation of Blyvooruitzicht town, especially after the mine closes, to retain the mining infrastructure as an example of one of the first mines in the area, by working closely with the Department of Minerals and Energy, the liquidator and the security cluster of government overseeing the closure of the mine
- Apply to the Provincial Heritage Authority to declare it as a heritage site

Project 1.3 Facilitate the development of a deep level Mining Museum and link it to the Mining Route in Gauteng

The development of a mining museum within the proposed "Carletonville Heritage Precinct Development" at the Carletonville Civic Centre and adjacent area has been mooted.

As there is already a mining museum in Johannesburg, it is proposed that a "deep level mining museum" be established at the proposed heritage precinct. The deep level mining museum can include:

- The existing rock library
- A history of mining in the area
- A history of the mine workers
- A virtual trip in a cage down four kilometres
- A virtual tour through a mine tunnel
- An exhibition of deep level mining, including the innovative methods of air conditioning etc

The deep level mining museum could then be linked to the mining museum in Johannesburg and the Gauteng Mining Route.

The main actions required to facilitate the development of a deep level mining museum are:

- Lobby the mining companies to appoint a service provider to complete a feasibility study for a deep level mining museum
- If feasible, develop and exhibition
- Identify space for the museum
- Launch the museum
- Market the museum

Project 1.4: Promote the development of Karst Tourism

Karst is a generic word for the weathering of dolomitic rock resulting in sinkholes, caves, tunnels, and compartments. All these features are present in the Merafong area.

Owing to the presence of chert-rich formations in the up to 1600-metre thick dolomites in the area, deep chemical weathering took place resulting in the development of exceptionally extensive karst features in the 2.6 billion-year old rock

Examples of karst features in the Merafong area are:

- The six longest caves surveyed in Southern Africa, some exceeding 14 kilometres in total passage length and reaching up to 180 metres below the surface, and surpassing well-known attractions such as the Cango Caves in Oudtshoorn
- The three strongest karst springs in the southern hemisphere, of which only one has not dried up, the Gerhard Minnebron eye, flowing at 60MI/d
- One of the largest paleo sinkholes in Southern Africa is found near the Doornfontein Gold Mine where a pair of black eagle (Witkruis Arend) is breeding
- Some of the largest groundwater sources in Southern Africa, with dewatered compartments totalling a storage volume exceeding that of the Vaal Dam at full capacity
- The Lapalong Caves or "Hut" caves

The feasibility of developing these features has never been established.

The main actions needed to develop karst features are:

- To apply to have the Paleo sinkhole as well as the Lepalong Caves declared as heritage sites,
- To complete a Cultural Heritage Management Plan for the Lepalong Caves and the Paleo sinkhole
- To negotiate access to these sites with the owners in order to allow accredited tour operators to accompany visitors, and to train tour operators to inform visitors and to ensure compliance with the rules of visiting the sites.
- To package information in a Z fold brochure for tour guides when they accompany visitors and to train guides on how to convey the information to visitors
- To research all the caves in the area with recommendations for feasibility studies for those that are identified with commercial value, and to conduct such feasibility studies, inclusive of business plans to develop them

Project 2: Promote the conservation and promotion of the architectural heritage of Carletonville

Carletonville was designated as a town in 1959. It was built in the 1960s and 1970s and has hardly changed. The CBD is a wonderful example of architecture of the 1960s, often referred to as the post modern era.

Modern buildings challenge traditional ideas about architectural design. Previously only fundamental civic buildings had been the mainstay of architectural practice. But modernist designers argued that architects should design whatever was necessary for modern culture, even for the most humble buildings.

During this period architects began to plan low-cost housing, railway stations, factories, warehouses, and commercial spaces. The characteristic options that made modern architecture possible were stylistic movements, technology, and modern materials. The CBD has streetscapes with buildings from this era, which together create a very specific character, which should be protected, not only for its heritage value, but for its tourism potential.

During the 1960s town planning became essential due to population growth. The suburbs of Carletonville are a testament to a town that was planned from the start, a new town, something which is also unique.

The main actions needed to facilitate the development of this unique feature are:

- To research the buildings in the CBD in order to identify, describe and list all buildings of significant architectural and conservation value and to propose a conservation strategy for the streetscapes in the CBD, guidelines on how they should be developed or altered as well as guidelines on how development in the area should take cognisance of the character of the area
- Apply to the Provincial Heritage Authority to list the individual buildings and streetscapes identified in the study
- As part of the above research study, develop a walking tour of the central business district, and train tour operators in conveying information to visitors
- Design and produce a Z-fold brochure and a poster of the walking tour

Project 3: Promote the development of Cultural/Heritage/History attractions

The following attractions exist in Merafong:

Great Trek attractions

Various heritage sites in Merafong relate to the Great Trek of 1838:

- The Great Trek Memorial:
The Great Trek Memorial in Fochville erected in 1938 to commemorate the 100th anniversary of the Great Trek
- Voortrekker Fort:
Situated on the farm Elandsfontein west of Fochville, is the former Elandsfontein Primary School, established in 1903. On the same farm there are the ruins of a voortrekker fort built by voortrekkers under General A M Potgieter in 1842 and which also used in the Anglo-Boer War
- Voortrekker Fort:
The remains of a voortrekker fort are situated on a hill known as Klein Losberg. The remains of the house occupied by voortrekker leader Andries Pretorius are also situated at the foot of the Klein Losberg
- A voortrekker grave on the Farm Gerhardminnebron, of Hendrik Lambert Bronkhorst dated 1841

Anglo-Boer War attractions

Various heritage sites in Merafong relate to the Anglo-Boer War:

- The Danie Theron Monument on the N12:
Commandant Danie Theron was a famous Boer scout in the Anglo-Boer War of 1900 to 1902. He was a founder member of the Boer scouts and was instrumental in the success of Boer General C R de Wet's campaign.. Danie Theron was killed by a lyddite grenade from a British cannon on a hill between Carletonville and Fochville. A monument was erected on the site, 50 years after his death on the hill on the N12.
- Anglo-Boer War trenches
- Old Church:
Field Cornet J T Martins built a church on the farm Jachfontein in 1861. The church was burnt down by British troops during the Anglo-Boer War. It was restored in 1905 and is now a monument.

Pre-Colonial Settlement Attractions

Various heritage sites in Merafong relate to pre-colonial settlements:

- The Tlokwe ruins:
The Thlokwe ruins are situated on the Losberg Lodge Hiking Trail within Renosterfontein farm and consist of the ruins of an Iron Age settlement inhabited by baTswana and baSotho
- The ruins of a settlement of the baKwena people in the Lepalong ayes:
The Lepalong caves or Hut caves are situated near the Deelkraal mine on the N12. It consists of 70 huts constructed on a hilltop with 40 huts in an underground cavern. It is believed that it was occupied by remnants of the baKwena chiefdom who fled Mzilikazi during the Difaqane (the "time of trouble") between the mid 1820s and the late 1830s. The 70 huts on the hill top were built possibly

as a decoy to give the impression that the site was deserted. The main site was underground and consisted of 40 huts built with much time and effort. The huts faced inwards toward a goat or sheep kraal. The cavern could only be entered by means of a ladder that could be withdrawn, indicating that Lepalong was probably a defensive position. It is estimated that approximately 210 or more people may have lived there.

- The ruins of Matabele settlements:

There are numerous ruins of old Matabele settlements in the municipal area. Some of these settlements contain examples of complete corbal houses. Corbal houses are built from rock without a binding agent such as mud or cement. One of these huts is believed to have been the home of the King of the Matabeles, possibly forming part of the lost city of Mosega

Cultural attractions

The municipality completed a study of cultural tourism products in June 2010. It comprises a comprehensive description of the struggle history in Merafong.

These attractions are not unique as similar attractions exist in surrounding municipalities and provinces. However, it forms part of the bigger picture and should be made accessible to the public.

The main actions needed in order to facilitate the development of this unique facility are:

- Appoint a heritage consultant to conduct a heritage study to identify all the heritage products above
- Apply to the Provincial Heritage Authority to list the sites identified in the study
- Provide a small Z-fold brochure on each of the categories as well as a poster which can be placed in tourism information centres
- Market the sites as major attractions within the municipality by including it into all marketing

Objective 4: Facilitate the establishment of tourism routes and tours, with a clustering of products that explores the diverse natural and cultural heritage within the municipality

The situation analysis suggests that the municipality has an abundance of natural and cultural heritage resources and that these heritage resources have not been exploited to their full potential to bring visitors to the municipality.

One of the ways in which the municipality can provide visitors with a meaningful natural and cultural heritage experience is through the development of tourism routes and tours. Route tourism is an effective means of providing the visitor with a natural and cultural heritage experience because many of the heritage resources are not destinations in themselves. Instead, by clustering these resources and incorporating them into a route, visitors are more likely to visit/tour such a route in order to gain the entire heritage experience. Furthermore, a route or tour has the benefit of increasing the geographic spread of tourism products into more remote areas, thereby promoting community participation in the industry, creating jobs and alleviating poverty.

A number of projects are recommended in order to meet this objective.

Project 1: Assist with the development of the N12 Treasure Route

The Treasure Route spans the full length of the N12 which passes through the municipality between Johannesburg and Potchefstroom. The route seeks to increase the flow of visitors to these areas by opening up the area's diverse natural and cultural heritage.

The main actions that are needed to assist the development of the N12 Treasure Route are:

- Identify all tourism products along the route
- Identify signage needs along the route and provide it
- Create linkages between product owners along the route
- Market the route by including it in all municipal marketing
- Facilitate a resting place at the intersection of the N12 and the R500 with information boards and maps
- Facilitate the clustering of tourism products along the route
- Identify infrastructural needs along the route and provide them

Project 2: Facilitate the development of heritage route within the municipality

The Merafong Municipality has a diverse cultural heritage and the development of heritage tours that encompass all these unique cultures and histories could include the following:

- The pre-colonial history
- The Great Trek history
- The Anglo-Boer War History
- The struggle history
- Karst features
- The mines
- The architecture

The main actions needed to facilitate the development of the heritage tour are:

- Identify all heritage sites and resources within the municipality
- Develop a route and draw up a tourism map
- Identify infrastructural needs and provide them
- Identify signage needs and provide relevant signage
- Develop a package tour and forge links with tour operators
- Market the route and link it to the branding of the municipality

Project 3: Complete a township tour in Khutsong

Townships tours are a vital means of bringing the tourism sector to local communities who might not otherwise be able to access the benefits of tourism. Township tours could include attractions such as visits to heritage sites, shebeens, traditional meals, sales and arts and crafts, visits to a creche, a church etc. It depends on the ingenuity of tour operators.

Most of the heritage sites in Khutsong have been identified in the Development of Cultural Tourism Products completed for Merafong in June 2010

It is recommended that it commences with a tour of Khutsong.

The main actions needed to facilitate the development of a township tour in Khutsong are:

- Complete the text and information boards for the 13 cultural heritage sites in Khutsong identified in the above study
- Complete a Z fold brochure including a map for the route
- Identify tour guides
- Train the tour guides in the history of Khutsong
- Identify possible attractions to visit, such as traditional meals, shebeens, arts and crafts, etc which could be visited

Project 4: Facilitate a walking tour of the CBD of Carletonville

The Carletonville CBD is a remarkable example of post-modern architecture.

The main actions needed to facilitate the development of a walking tour of the CBD are:

- Identify products to be included in the tour
- Develop a map for the tour showing the route, products and provide a narrative
- Place information boards at key stops along the route
- Train tour guides
- Market the walking tour

Objective 5: Development of Meeting, Incentives, Conventions, Exhibitions (MICE) and events tourism in the municipality

Situation analyses have shown that tourism at the moment consists of business trips to Merafong, as well as nature and adventure lovers visiting the area over weekends. One way to increase the number of visitors to the area is by developing MICE and events tourism.

Typical MICE and events can take place during the year thus providing a steady flow of visitors throughout the year.

This objective to achieve this is through the following projects:

Project 1: The development of the Carletonville Heritage and Precinct Development

This project has been described above. A proposed iconic product will provide a major product for meetings, incentives, conventions and exhibitions.

Project 2: Facilitate the development of yearly events and assisting in the promotion of existing events in the municipality

There are several existing events that take place within Merafong and it is important that these events are promoted and supported in order to grow and attract greater tourist numbers. The existing events are:

- Dorado Ski Boat Club Wildsfees
- Go West Heritage Week
- Carletonville Wine Festival
- Carletonville Wintershow

Furthermore it is important to facilitate the development of new and emerging events within the municipality. It is important that the municipality provides a favourable enabling environment in which event organisers can operate in, so as to promote the emergence of new events.

The main actions which are needed in order to assist in the establishment of emerging events and the promotion of existing yearly events are:

- The development and placing of a tourism events calendar on the tourism Website
- Assessment of the potential of emerging events
- Lobbying for sponsorship and support of emerging and existing events
- Marketing and awareness of emerging and existing events
- Assessing infrastructural and service needs for events and provide for those needs

Project 3: Promote sports tourism products and sports events

The municipality has a major sports centre and other sports facilities which could provide the basis for the development of sporting events. Sporting events have the potential to attract visitors. There are a number of sporting events such as:

- The Sibanye Gold “Gold Rush” Mountain Bike race
- The Mayoral Golf Day on the Goldfields West Golf Course

The main actions which are needed in order to promote sports tourism products and sporting events are:

- The development and placing of a tourism events calendar on the tourism Website
- Assessment of the potential of emerging events
- Lobbying for sponsorship and support of emerging and existing events
- Marketing and awareness of emerging and existing events
- Assessing infrastructural and service needs for events and provide for those needs

SECTION D2: TOURISM MARKETING STRATEGY

The marketing of tourism products within Merafong is an essential part of the success of the tourism industry. The municipality has no overall branding and marketing strategy and thus information concerning tourism attractions in the municipality doesn't effectively reach the market. There is also a lack of coordinated marketing efforts and communication amongst the key stakeholders, the municipality and the tourism product owners in the municipality. This results in tourism being poorly marketed in the municipality as a whole

Currently the municipality markets Merafong through their own tourism web site, as well as the web site of the Treasure Route, and a tourism brochure, where various tourism products are marketed. Product owners mostly make use of internet marketing, marketing their products on accommodation web sites such as places, wheretostay, safarinow, sa-venues, roomsforafrica, etc. (43%).

The tourism product owners in Merafong indicated in a survey that the municipality should prioritize the promotion of Merafong as a tourism destination.

There is a definite gap in that the products and attributes of Merafong are not marketed proactively, effectively and in a coordinated manner by either the municipalities or most of the product owners.

This section of the plan aims to ensure that marketing with Merafong is better targeted, more effective, and undertaken in a manner by the Municipality to bring tourism to the Municipality.

Four areas have been focussed on to meet this goal:

- Target markets
- Marketing of unique selling points
- Marketing strategies
- Marketing Channels

1. TARGET MARKETS

Definition: Target marketing involves breaking a market into segments and then concentrating your marketing efforts on one or a few segments. A target marketing approach requires a focus on one or more selected market segments, and the development of separate marketing programs for each segment.

It is important to define the target markets in the marketing strategy for Merafong because the defined target markets will help direct tourism resources to that specific target market. In terms of tourism, a target market would be a segment in the overall tourism market in which Merafong has a comparative advantage in supplying tourism products and service to. By highlighting these target markets, the tourism strategy is determining where the resources should be directed in order to enhance tourism in Merafong.

2. MARKETING OF UNIQUE SELLING POINTS

Definition: A unique selling point is a factor or factors that differentiate a tourism product from competing tourism products. Factors that make the tourism product unique and thus consumers are more likely to consume the product than the competitors products. In this case the products are tourism attractions in Merafong and the consumers are the potential tourists that could visit Merafong.

In order to differentiate the Municipality from other municipalities in the area, one needs to market the municipality's unique selling points. The following unique selling points or iconic products are:

- The Abe Bailey Nature Reserve wetland which is the best wetland in Gauteng for birding
- The Karst elements and in specific the Paleo sinkhole and the Lepalong Caves
- The Johannesburg Sky Diving Club
- The Losberg area
- The Kraalkop Game Reserve
- Living Gold Roses
- The Rock Library

The tourism strategy and the marketing strategy needs to align themselves in the further development of these unique selling points in order to attract more visitors into the municipality

3. MARKETING STRATEGIES

The marketing of tourism products within Merafong is critical to the success of the municipality's tourism sector. Effective and comprehensive marketing stimulates demand for the area's tourism products in order to draw more visitors to the area. It is important to market the municipality as a whole; to cluster tourism products and to encourage collaborative marketing initiatives.

3.1 Destination or place marketing

Place marketing is a locality based strategy to reimage and reposition a destination. The goals of place marketing "is to construct a new image of a place to replace a vague or negative image. Features such as a festival or flagship foci such as a heritage sites and convention centres are hallmarks in this approach.

It is thus important that a strong brand image of the destination be established on which the marketing and promotion of the destination or organisation should be focussed.

3.2 Collaborative marketing

Currently the municipality and the tourism product owners do not collaborate with regards to marketing, each does it on its own. Sustainable marketing requires the adoption of an integrated and collaborative approach. This will result in a stronger brand image of the destination.

Cooperation between stakeholders, associations within the public and private sector with regard to tourism will provide opportunities to share information, for joint-marketing activities and increased exposure, resulting in the strengthening of the position of Merafong as a tourist destination

3.3 Clustering of Attractions

The clustering of attractions contributes to the collective appeal of an area, thus ensuring collaborative marketing initiatives towards marketing various attractions in the area as a single destination or place. Themed tourism routes are an example of tourism clustering. The clustering of activities ties in well with the concepts of destination marketing, route development, etc.

The clustering of attractions and activities are essential towards effective destination marketing. It is suggested that similar activities be grouped together in themed trails, packages and tours. This strategy can be applied on both municipal and local levels towards growing tourism systems in localities. Supporting facilities and services can also be clustered e.g. transport, accommodation, food and beverage establishments, shopping, activities, etc. Logistical and marketing consideration needs to be taken into account with regards to projects.

4. MARKETING CHANNELS

Marketing channels are tools and techniques that are used to meet the overall marketing goal. There are numerous marketing channels available to the marketer, but it is important to note that the usage of these tools and techniques is most effective when implemented together in an integrated approach. It is essential that all key stakeholders are informed and operate in line with the overall marketing strategy for the municipality. There are a number of marketing mechanisms that are available to these key stakeholders, such as:

- Web based marketing (municipal web site)
- Media based marketing (local newspapers, local radio: publicity and advertising)
- Promotional materials (brochures, banners)
- Marketing at trade shows, expos and indabas
- Tourism information services (tourism information offices, information boards, signage)
- Branding(branding of brochures, signage, web sites)
- Social media(facebook and twitter)

Therefore it is vitally important that the marketing strategy for Merafong emphasises the use of these marketing techniques or tools and that the use of these tools is implemented in a coordinated and integrated manner throughout the municipality.

Objectives and projects to meet the priority area

Marketing is an essential part of the systems approach to tourism planning because it gets vital information about the tourism products in the municipality to the consumer, the visitor. The success of the tourism industry in Merafong depends on a coordinated marketing plan and the execution thereof. It is necessary that Merafong market and assist in marketing the tourism products in the municipality.

The following aims to provide a coordinated marketing plan for the municipality in order to get tourism product information across to the consumer:

Objective 1: Ensure ready access of tourism information to visitors

It is essential that visitors have easy access to information on tourism products in the municipality. There is little point in having a number of good quality tourism products if the whereabouts and information of those tourism products are not easily available to potential visitors. Visitors should be able to find tourism information from readily available sources such as tourism information offices, tourist information boards, district tourism events calendars, and tourism maps.

The objective is therefore to achieve this, through the following projects:

Project 1: Establish tourism information offices as marketing attractions at key points within the municipality

Tourism information offices are useful for marketing and hence providing visitors already within the municipality with valuable tourism information. Tourism offices should be positioned at key positions within the municipality. Tourism offices should be equipped with the following:

- Tourism brochures, pamphlets and maps
- A tourism information board outside with a map of the municipality and provides contact details of the tourism authorities, tour guides, tour operators etc
- An informed, well trained and friendly staff
- The necessary technology so that the tourism office can be contacted by visitors

- Sales point for curios, crafts and arts

The tourism information office in Merafong is currently situated in the Carletonville Library and is operated by the Merafong Tourism Association.

The problems with the current tourism information office, are:

- It is not visible
- It is not easily accessible
- It is not manned at all times
- There are very little space available for displays etc
- There are no displays
- The staff is not trained and there is no manual to guide them
- There are very little tools
- There are no video of the municipality available
- There are no promotional material available

It is proposed that tourism information offices be established as follows within Merafong:

- Carletonville: A new tourism information office should be established as part of the Carletonville Heritage Precinct Development, which is situated in the central part of the CBD of Carletonville
- Fochville: A satellite tourism information office should be established at the Fochville Civic Centre which is municipality owned and situated at the entrance to Fochville
- A small satellite tourism information office should be established at the intersection of the N12 and the R501, as part of a satellite information office of the N12 Treasure Route

A strategy should be completed for the implementation of the tourism offices, including an interim strategy to enhance the current tourism information office.

Project 2: Development of an events calendar that is included in the municipality's tourism web site

An up to date events calendar that provides the visitor with information on all the events happening in the municipality within a given year, is a useful marketing tool. It helps visitors who are currently within the municipality find an activity to take part in or helps visitors plan the timing of the visit to coincide with an event. It is an effective means of informing the visitor of what is happening in the municipality and what is available to them. It also helps to coordinate events in the municipality.

The main actions which are needed in order to develop an events calendar are:

- The Merafong Tourism Forum to assist to identify all events within the municipality and complete a list of all events with contact details of the event organizers, and to keep the list updated
- Place the calendar on the municipal tourism web site, and request people to submit new events to the municipal tourism officer for inclusion into the tourism web site

Project 3: Use tourism maps and brochures for the municipality as a marketing tool

Tourism maps are a useful means of providing a visitor with a spatial perspective on what tourism options are available to them. It allows a visitor to plan their trip to see as much of what the municipality has to offer as possible. The same goes for tourism brochures. The municipality has a tourism brochure. However, it has limited information on tourism products, it does not have photographs of all products, the photographs are not of a good quality, direction to tourism products is lacking, etc.

The main actions which are needed in order to use tourism maps and brochures as marketing tools are:

- Developing a new tourism brochure for Merafong
- Developing a tourism map for Merafong
- Developing a Z-fold brochure and poster for the following special interest attractions:
 - Mining attractions
 - Karst attractions
 - Great Trek attractions
 - Anglo Boer War attractions
 - Pre-colonial attractions
 - Cultural attractions: the struggle history
 - Birding in Merafong

Objective 2: Facilitate remote access to tourism information on Merafong tourism

The internet is one of the main means by which firstly, visitors can access tourism information and secondly in which tourism product owners can market their tourism products and thus provide tourism information to visitors.

The objective is therefore to achieve this, through the following projects:

Project 1: Develop a municipal tourism web site with appropriate linkages

One of the key marketing tools is the internet. This is confirmed in the situation analyses where research has shown that the internet is used extensively by local product owners in Merafong.

Merafong do have a tourism web site. However, it is outdated, and requires more information, ie.

- Information on all tourism products
- Updated with professional photographs
- A tourism map
- An events calendar
- Linkages with other tourism web sites, to the municipal website, etc

The main actions which are needed in order to upgrade the Merafong tourism web site are:

- Define a terms of reference in association with the Merafong Tourism Forum
- Appoint a service provider to upgrade the web site

Project 2: Maintenance of tourism product database

A tourism product database was produced as part of this project. A database is only as good as its last update. It has to be maintained and updated on a regular basis.

The main actions which are needed to maintain the municipal tourism product database are:

- The Tourism Officer to send out an email to all tourism product owners on an annual basis and request them to update their details on the database
- The database remain an item on the quarterly meetings of the Merafong Tourism Forum to update the tourism product database

Objective 3: Use of media to promote tourism in the District

Another marketing tool that can be used to effectively market tourism in the municipality is the local media. The use of the local media enables one to market ones product and disseminate tourism information to a large amount of people in a relatively easy manner.

The objective is therefore to achieve this, through the following projects:

Project 1: Integrated communications and marketing plan

Merafong requires an integrated communications and marketing plan, inclusive of an implementation plan and budget, and including, inter alia, the following:

- A media liaison plan: to negotiate editorial space and time in the local media, conduct media tours to Merafong to inform tourism journalists of all major tourism publications of the tourism product in Merafong
- A media placement plan: to identify appropriate channels and opportunities to place advertisements advertising Merafong tourism
- A marketing collateral plan: to identify appropriate marketing material to be distributed from the Tourism Information Offices, at trade shows and other points
- A web site and social media plan: to develop a web site framework and social media plan for the utilization of social media platforms such as facebook, twitter, pinterest, Instagram etc
- An activations plan: to identify opportunities for face to face promotions with the target markets such as exhibitions at shopping centres, road shows etc and programme of activities for tourism month
- The identification of new events

The main actions which are needed in order to implement an integrated communications and marketing plan are:

- Complete a terms of reference for the project
- Appoint a service provider to complete the plan
- Implement the plan

Project 2: Development of a periodic tourism newsletter

A tourism newsletter that can be sent to tourism product owners, tourism service providers and other involved in the tourism industry is an effective means of spreading tourism information. The newsletter can serve as a medium in which the municipality can provide information on decisions made at the Merafong Tourism Forum, and other tourism related meetings, how the Merafong Tourism.

Development Strategy is implemented, projects of the municipality that may affect tourism products or be of interest to them, tourism news from the West Rand and Gauteng etc. It is a useful way of keeping tourism product owners in the mix and allow them to feel part of the bigger picture in the municipality.

The main actions which are needed in order to develop a periodic tourism newsletter are:

- Design a template for a newsletter
- The Tourism Officer to develop the content once a quarter following the Merafong Tourism Forum and email it to all tourism product owners on the tourism product database

Objective 4: Encourage a coordinated marketing effort by all tourism organisations and product owners in the municipality

Current marketing efforts within the municipality are exercised in an uncoordinated manner. Private product owners market their own products without any recognition of any municipal initiative. However, if the municipality is marketed in a coordinated manner, with a common theme, a common branding and logo, and a common message then the marketing efforts will be more effective in attracting large amounts of visitors.

The objective is therefore to achieve this, through the following projects:

Project 1: A marketing forum where tourism marketing efforts can be aligned

In order to implement a more coordinated approach to marketing in the municipality it is necessary for all stakeholders to meet regularly and devise ideas and strategies. This is best achieved if there is a marketing forum where all stakeholders can meet to discuss marketing, come up with marketing ideas, etc. It is proposed that the Merafong Tourism Forum is the correct forum where marketing can be discussed.

The main actions which are needed in order to coordinate marketing in the municipality are:

- To place marketing on the agenda of the Merafong Tourism Forum where marketing can be discussed once every quarter

Project 2: Promote the coordinated use of the tourism branding and logo

It is important that the municipality promotes the use of the tourism branding and logo. The coordinated use of the branding and logo will enable individual tourism product owners and the municipality as a whole to differentiate their product and the destination from competition. This will enable the municipality to attract a higher number of visitors.

The main actions which are needed in order to promote the coordinated use of tourism branding and logo are:

- Encourage tourism product owners to use the municipal tourism branding and logo on their brochures and web sites, together with that of Gauteng and the West Rand
- The branding and logo to appear on all collateral of the municipality, the municipal tourism web site, tourism brochures, marketing collateral etc

5. ACTIVITIES AIMED AT EXTERNAL TARGET MARKETS

a. Trade and Consumer Shows

Merafong can participate in the following trade and consumer shows to reach the emerging and existing target markets in the identified geographical locations:

- o February: Beeld Holiday Show in Johannesburg
- o March: Rand Show in Johannesburg
- o August: Getaway Show in Johannesburg

For each of these shows Merafong will employ an activation to highlight Merafong as a tourism destination. The activations will vary from full-on functions to competitions and demonstrations. The private sector can be invited to support Merafong at these events. Merafong can use these opportunities to build a database of people visiting the Merafong stand. The staff on duty will be briefed and empowered to make full use of the opportunity.

b. Ambassador programme and competition

Merafong will engage icons of the City to act as patrons and ambassadors of the tourism marketing initiative to give the promotional activities clout and enhance its acceptability among the target markets.

Merafong can use people originally from the area, even if they no longer reside here, individuals who have earned national or provincial prominence in various fields of activity such as the arts, sports and business.

The ambassadors will be utilised on various platforms to showcase the City at events and media interviews.

A competition in collaboration with a local media partner will be launched for the citizens of Merafong to nominate and vote for their ambassadors. The aim is to engage local communities to support the promotional drive to position Merafong as a favourable tourism destination.

The media partner will carry information on the competition: announcing the competition; publishing entries; take part in the adjudication to choose a winner; and announcing the outcomes.

The competition will be supported by the various social media platforms.

c. Packages

Merafong can consult with the private sector to put together packages in autumn and spring to encourage increased visits. The packages will consist of accommodation plus an experience and can be promoted on the website, at trade shows and in the social media.

d. Familiarisation trips for travel agents and tour operators

Travel agents and tour operators as partners in the promotion of tourism in Merafong can be taken around the City to familiarise themselves and/ or learn about the new tourism opportunities.

e. Repeat visitation campaign

A frequent visitor campaign can be launched to encourage visitors to revisit Merafong. Merafong will encourage specific accommodation establishments to offer visitors a discount on their next visit. The campaign will be promoted in advertising and on social media networks.

f. Merafong road shows

A Merafong road show can be organised during tourism/ heritage month to showcase the City and its offerings to the people of the city. A travelling display unit and hand-outs will be prepared for display at all the Merafong City Municipalities libraries.

g. Tourism month activities

A full programme during tourism/heritage month will get the attention of the media and the public. Merafong will plan a road show and an advertising campaign to secure as much exposure as possible. The Executive Mayor of Merafong City will also launch the campaign by either making a statement, visit an appropriate tourism activity/product or launching a new route. Spring packages will also be promoted during the month.

SECTION D3: INFRASTRUCTURE DEVELOPMENT

INTRODUCTION

The provision of hard infrastructure in the municipality is essential. The development and operation of tourism depend on the provision of basic services such as water and electricity. Adequate directional signage, marketing signage and decent quality roads allow visitors to easily get to their desired destination. The provision of adequate infrastructure helps develop tourism and allows the industry to maximise its potential without infrastructural constraints, and is thus an essential part of any tourism development strategy.

There are three key focus areas in the infrastructural development component of the tourism development strategy. These are:

- Provision of infrastructure
- Clean and attractive towns
- Tourism offices

The aim is to provide the necessary infrastructure to enable tourism to develop objectives and projects to meet the priority area.

The objectives and projects below direct the infrastructural development aspect of the Merafong Tourism Development Strategy:

Objective 1: Ensure provision of infrastructure to facilitate the growth of the tourism industry

Insufficient infrastructure or poor quality infrastructure, will constrain the development and growth of the tourism sector. Therefore it is vital that there is adequate tourism infrastructure to meet current and future tourism demands. Adequate infrastructure allows the tourism sector to grow to its maximum potential.

The objective to achieve this is through the following projects:

Project 1: Improve road access

One of the findings in the stakeholder interviews was the poor quality of some roads, particularly the state of the R500 from the N12 to Carletonville. Good quality roads allow visitors to travel to the desired destination safely ensuring that visitors have a positive perception of the area. Poor roads limit the potential of tourism products and attractions as a result of poor or limited accessibility

The main actions needed to improve road access are:

- Lobby the provincial government for funding to upgrade and maintain the R501
- In terms of the Merafong Integrated Transport Plan 2013/2014:
 - Provide more funding for road maintenance
 - Pave gravel roads in townships
 - Improve road markings
 - Improve pedestrian crossings
 - Install road signs at pedestrian crossings
 - Improve road signage

Objective 2: To ensure that the towns in the municipality are attractive and welcoming to visitors

Tourists visiting the municipality pass through various towns and it is thus important that the towns are attractive and welcoming to visitors. Perceptions are of key importance in building a reputation as a major tourism destination. The aesthetic appearance of the towns needs to be improved. The towns should add to the overall tourism experience. Towns that are clean, litter free, well maintained, lined with trees, quaint and that still have their historical integrity will add to the overall tourism experience and thus leave visitors with a positive perception of the district. Furthermore, a sign welcoming visitors to the towns, with the municipal branding and logo will add to the welcoming effect. A positive perception will lead to greater tourism numbers due to the powerful marketing effect of word of mouth.

The objective to achieve this is through the following projects.

Project 1: Beautification of towns

An aesthetically attractive town will add to the tourism experience and provide a positive perception of the district.

The main actions needed to beautify the towns are:

- Revamp the entrances which are in place, such as in Carletonville and Fochville and maintain them
- Provide entrances to towns where they have not yet been developed, such as Khutsong, Kokosi, etc by providing a garden and a welcoming sign with the municipal branding and logo
- Line the towns' main roads with indigenous trees. Those that already have trees should be maintained. Maintain sidewalks and medians that have been grassed, and provide sidewalks where they do not exist, especially in main roads

Project 2: Ensure that towns are clean to create a favourable impression

A simple way of ensuring that towns are attractive and welcoming is to ensure that they are litter free. A litter-free town creates a good impression and enhances perceptions

The main actions needed to ensure that towns are clean are:

- Provide litter bins
- Implement an anti-litter campaign
- Involve communities and schools

Objective 3: Upgrade transportation infrastructure

Having an efficient and well operated transportation infrastructure allows for more visitors to travel to and within the area. Providing this infrastructure will allow the tourism industry to develop and grow

The objective to achieve this is through the following projects:

Project 1: Upgrade public transport

An efficient public transport system will allow budget visitors to travel between towns and other destinations within the municipality. The main actions to upgrade public transport services include the Integrated Transport Plan of the municipality:

- Upgrade taxi ranks
- Facilitate taxi rank management
- Develop a municipal transport policy and strategy
- Investigate the possibility of encouraging a subsidised bus service
- Investigate the possibility of establishing an intermodal transport facility
- Upgrade and maintain railway stations

Objective 4: Development and upgrading of tourism offices

Tourism information offices are key sources of information for visitors. It is essential that tourism information offices are well maintained, contain the necessary information and are adequately staffed. Furthermore, they should provide a marketing function for all the tourism products on offer .

The upgrading of and provision of new offices will aid the development of tourism.

The objective to achieve this is through the following projects:

Project 1: Municipality to facilitate the development of new tourism information offices at key points and to maintain those already there

The following areas have been highlighted for the development and/or upgrading of tourism information offices:

- Carletonville: The main tourism information office should be placed in the Carletonville Heritage Precinct Development
- Fochville: A smaller satellite tourism information office should be established at the civic centre
- The N12/R500 intersection: A smaller satellite tourism information office should be established at this intersection with the cooperation of the filling station owner

SECTION D4: HUMAN RESOURCES DEVELOPMENT

INTRODUCTION

Human resource development involves capacitating individuals so that they can assist the successful functioning of the tourism industry. Many individuals or groups of individuals are in some way or another involved in the industry and thus has to perform certain functions. It is important that these individuals are provided with the necessary capacity and skills to perform their functions efficiently and effectively.

There are various elements to human resource development but the three broad areas are listed below:

- Awareness of the impact and benefits of growing the tourism industry
- Skills development and training of service providers
- Development of a culture of service excellence among service providers

These three elements will direct the objectives and projects that relate to the human resource development priority area.

The aim is to provide individuals working within the tourism industry with the capacity to perform their tasks more efficiently and effectively.

Objectives and Projects to meet the priority area

The following objectives and their projects aim to address human resource development by capacitating individuals in the tourism industry.

Objective1: Raise awareness of current and potential impact of tourism on Merafong

The objective aims to get “buy-in” with respect to the importance of developing the tourism industry, from those living within the municipality. This entails making the citizenry aware of the potential benefits of a thriving tourism industry and of the economic growth multiplier effect and how this growth would positively impact on their standard of living. However, residents also need to be made aware that in order for the tourism sector to grow and for them to receive the benefits of this growth, they need to do their part in promoting tourism within the district. For instance the citizenry needs to be made aware of the following:

- The importance of hospitality in promoting tourism
- The importance of being friendly and welcoming in order to create a good impression
- The importance of being informed and helpful
- The potential benefits of working in the industry
- How the tourism industry functions
- How they fit into the broader picture
- The multiplier effect of economic growth and how the tourism industry has knock-on effects that help improve their standard of living
- The importance of frontline staff in the service industry

The objective to achieve this is through the following projects:

Project 1: Tourism awareness campaign

In order to generate awareness of the tourism sector within the municipality it is necessary to organise a tourism awareness campaign. All the relevant tourism stakeholders in the municipality need to coordinate their efforts in order to organise the awareness campaign. The proposed Merafong Tourism Forum will be responsible for implementing it. It will determine the target areas and how the campaign will be carried out. Part of the campaign will involve the running of community awareness workshops to inform the community about the tourism industry, its impacts and their role in its success.

The Tourism Enterprise Programme of the Department of Tourism conducts free tourism awareness workshops. The workshops aim to clarify the function of the tourism sector, evoke passion for the industry and share information.

The main actions needed in order to start a tourism awareness campaign in Merafong are:

- The Merafong Tourism Forum to decide on a strategy of rolling out tourism awareness workshops in Merafong
- The Merafong Tourism Forum to liaise with the Tourism Enterprise Programme in rolling out workshops
- Ensure that a series of articles on tourism appears in the local newspaper at the same time as the workshops
- Arrange for a talk show on tourism with the community radio station in the area
- Provide a poster campaign on tourism in public places in Merafong

Project 2: Develop tourism awareness and skills development for pupils

An important means of growing the tourism industry within the municipality is to start at school level by educating and raising awareness of the youth since they will be the future tourism product owners and service providers. Lobbying for the inclusion of tourism skills development and awareness initiatives within the life orientation component of the school curriculum would assist the

youth. It is also necessary that teachers are provided and equipped with the necessary tourism training.

It is proposed that a tourism module be included in the curriculum of Grade 10 pupils in all high schools in Merafong as a once-off event. Following that the teachers will be able to continue with the module in the future.

The main actions needed to develop tourism awareness and skills development for pupils are to lobby the West Rand District Municipality to:

- Agree with the Gauteng Education Department to include a tourism awareness module in Grade 10 in high schools in Merafong
- Complete a module on tourism
- Equip the teachers by training them in the module
- Complete a poster on tourism and place it at all participating schools

Objective 2: To ensure that everyone working within the tourism sector in the municipality has the necessary skills to grow the sector

One of the ways of providing those working within the sector with the capacity to perform their function effectively and efficiently is to provide them with the necessary skills. The role of the municipality is to facilitate the skills development process.

The objective to achieve this is via the following projects:

Project 1: To facilitate access to tourism development information

It is difficult for tourism product owners to negotiate their way among the various authorities and institutions to obtain information about the industry, such as funding availability, what the latest rules and regulations are, etc

Knowledge of the tourism industry will assist product owners to comply and take decisions to improve their product and grow their business.

The main actions required to facilitate access to tourism development information are:

- The tourism officer of Merafong, in association with the Merafong Tourism Forum, to ascertain the most pressing issues where information is required
- The tourism officer to arrange a half-day seminar for all tourism product owners and to invite speakers on relevant topics
- A range of seminars can be conducted in this manner every year

Project 2: Facilitate the skills of emerging entrepreneurs

The Tourism Enterprise Programme (TEP) has a range of programmes that provide skills for emerging entrepreneurs, including:

- Business support
- Funding support
- Skills development through one-on-one coaching
- Mentorship
- Learning networks through subsector specific workshops
- Business skills training for more sophisticated small tourism businesses which are 3-5 years old, have a minimum of five employers and a turnover in excess of R250 000 per annum

The main actions to facilitate skills development and training for emerging entrepreneurs are:

- The tourism officer of Merafong to arrange a one-day skills workshop with a TEP official for all emerging tourism product owners or other interested parties so that individuals can interact on a personal level with TEP and learn more about its programmes.

Project 3: To facilitate the training of tour operators and tour guides within the municipality

Knowledgeable tour operators and tour guides represent a vital link between visitors and their experience of the area and its attractions.

Because of this, guides in South Africa are required to undergo a process of qualification and registration.

Training is undertaken by a number of institutions and accredited by THETA. Registration is through the provincial tourism department.

Registered tour guides are issued with an identity card and a badge which must be worn at all times when conducting tours. They must also adhere to a Code of Conduct and Ethics, and must have a certificate in first aid. Guides can specialise in certain categories and qualify at different levels: specific attractions, provincial or national. Funding for training is available from a number of institutions, including the TEP through their empowerment fund.

Most visitors to Merafong are on business and visit Merafong for a few days at a time. Some may wish to visit places of interest, but will require a tour operator or tour guide as:

- They have limited time
- It is safer to visit places with a tour guide
- They are ensured of good information
- They may get the opportunity to visit a local person with stories and input
- They will not have to drive

If tour operators and tour guides are in place and have a package of local tours to offer business visitors, and their services are marketed at accommodation establishments, some visitors will decide to visit places of interest in Merafong.

The main actions to facilitate skills development and training for tour operators and tour guides are:

- The tourism officer of Merafong to ascertain the need for training tour operators and tour guides through the Merafong Tourism Forum and arrange for training with TEP

Objective 3: Develop a culture of service excellence

The tourism industry is broad and cuts across many other industries but it is largely a service-related industry. Given the tourism industry's nature it is vitally important that a culture of service excellence is developed among tourism service providers. Service excellence will provide the most effective form of marketing by word of mouth. Visitors are more likely to give feedback if they received good and efficient service while visiting Merafong.

The objective to achieve this is through the following projects:

Project1: Support the West Rand Tourism awards evening for registered tourism products

One way of encouraging service excellence is to incentivise tourism product owners. An awards evening that acknowledges tourism product owners who offer superior service is a great incentive. Award evenings have taken place in Merafong, organised by the municipality and they should continue in the future.

The main actions which are needed in order to hold an awards evening for registered enterprises in the Municipality are:

- The Tourism Officer of Merafong to continue to support the West Rand Tourism Awards Evening.

Objective 5: Ensure that Merafong Local Municipality has the capacity to execute the Tourism Strategy

It is deemed that the present organogram would suffice for Merafong to implement the Tourism Strategy. It is recommended that the two vacant posts of Tourism Development Officer be filled, and that the 3 posts of Tourism Development Officer be assigned the following duties and responsibilities:

Tourism Development Officer 1: Marketing

- Tourism Information Offices
- Implement the marketing strategy
- Maintain all marketing collateral
- Prepare for and attend all trade shows
- Publicity

Tourism Development Officer 2: Research

- Obtain and analyse the latest statistics released by Stats SA and Tourism SA
- Repeat survey with tourism product owners each year and write a report
- Develop models for information collection
- Study the latest policy and strategies of National, Provincial and District relating to tourism
- Liaise with the District and Gauteng Province

Tourism Development Officer 3: Tourism Development

- Update all tourism products
- Identify new products
- Mobilize communities
- Arrange tours
- Arrange for training

SECTION D5: TOURISM ENABLING ENVIRONMENT

INTRODUCTION TO THE PRIORITY AREA

Tourism development, the marketing thereof, and the management of tourism within the municipality is currently undertaken by the Merafong Municipality (the tourism officer) and the Merafong Tourism Association, and of course tourism product owners. However this happens largely in an uncoordinated manner.

There is a lack of strategic interaction between tourism stakeholders which has resulted in the duplication of efforts and missed opportunities. Better management of the tourism sector will result in cooperative decision making and strategic plans to grow the sector and reap the benefits the sector can bring.

The role of the municipality is to create a climate that will encourage private enterprise to take advantage of development and investment opportunities -to create a favourable environment for the tourism market to flourish. Another role of the municipality is to support the transformation and development of the tourism industry.

According to the White Paper on tourism, tourism is private sector driven, while government provides an enabling environment. Government will be the facilitator, stimulator and organiser. Therefore government should be the “visible arm” that guides the “invisible hand” of the tourism market.

The aim is to provide an enabling environment from which the tourism industry can develop and grow.

Objectives and projects to meet the priority area

The following objectives and their projects aim to assist the municipality in developing an enabling environment to help the tourism sector develop and grow.

Objective 1: Ensure that institutional capacity exists to further develop tourism in the municipality

In order to develop an enabling environment in which the tourism sector can grow, it is necessary that the required institutional capacity is put in place. The necessary institutional structures that will allow the municipality to facilitate tourism development need to be put in place. These structures will allow for greater communication and cooperation between the various stakeholders within the district.

The objective to achieve this is through the following projects:

Project 1: Establish a tourism forum for improving communications, cooperation and partnerships between key tourism stakeholders within the municipality

The key tourism stakeholders in Merafong are:

- Merafong Municipality
- West Rand Tourism
- The Treasure Route
- The Merafong Tourism Association
- The owners of accommodation establishments
- The owners of reserves, Kraalkop Game Reserve and Abe Bailey Nature Reserve
- Living Roses
- The Far West Rand Dolomitic Water Association
- The mines
- Johannesburg Sky Diving Club

It is vitally important that all key tourism stakeholders within the municipality have a forum in which they can express their concerns and ideas relating to the tourism sector. Better communication between stakeholders will lead to greater credibility, accountability, and transparency in developing tourism. The increased levels of communication among key tourism stakeholders will allow for increased cooperation and partnerships between all parties concerned. Furthermore, the forum will serve as a means by which the greater municipal tourism community can “buy into” the tourism strategy of the municipality.

The main actions which are needed in order to improve communication, cooperation, and partnerships between the municipality, the private sector and communities in the municipality are:

- Complete a terms of reference draft for a tourism forum for Merafong
- Invite all key tourism stakeholders to a meeting to agree on the terms of reference and list all stakeholders who want to participate in the forum
- Arrange quarterly meetings of the forum
- Develop communication channels between the municipality and tourism stakeholders

Project 2: To ensure that the development of tourism is a key component of the municipal planning process

In the respective municipal planning and policy documents, tourism has been highlighted as a key economic sector and thus the development of the tourism sector is an important priority. However, it is important that all the objectives, projects and actions of the Merafong Tourism Development Strategy are included in the IDP and budgetary process.

The main actions that are needed for tourism development to become a key component of the municipal planning process are:

- Submit the Tourism Development Strategy to council for approval as a sector plan
- Include the Tourism Development Strategy each year into the IDP
- Include relevant projects into the budget of the municipality

Objective 2: Facilitate, empower and encourage transformation in the Merafong tourism industry

The new Minister of Tourism, Derek Hanekom, has made it clear that his objective is to facilitate transformation within the tourism sector, particularly at grass roots level.

He indicated that one of his key objectives will be to grow tourism at local government level and to identify growth opportunities. The successful development of the tourism sector and the economic benefits and opportunities that result from this developmental success will be fruitless unless these economic benefits and opportunities are spread across the municipal population. It is thus important that transformation takes place within the municipal tourism industry. Transformation allows for increased opportunities for the previously disadvantaged and thus raises their living standards, lowers overall poverty levels and lowers income inequality. Furthermore, it must be noted that the long-term sustainability of tourism growth will be in part dependant on the ability of all parts of the municipal population to get involved in the industry.

The objective to achieve this is through the following projects:

Project 1: Use the preferential procurement system to grow black business when government sources tourism related services

One of the ways to aid the transformation process in the tourism industry is for council to adopt a preferential procurement process when the government sources tourism related services such as catering, accommodation. By granting preferential procurement access to businesses that are BBBEE compliant, the municipality will promote the transformation process.

The main actions that are needed in order to use preferential procurement in the municipality to grow black business when government sources tourism relevant services are:

- Develop a database of BBBEE compliant companies
- Develop municipal regulations on tourism related procurement

Project 2: Ensure compliance with the municipality's BBBEE scorecard

Another means of promoting transformation within the tourism industry is to ensure that tourism related business complies with the tourism charter and BBBEE scorecard that was developed by national government. It is essential that tourism product owners adopt the tourism BBBEE charter and scorecard and the municipality should encourage this.

The main actions needed to ensure compliance with the BBBEE scorecard are:

- Develop assessment of scorecard applications in the municipal area
- Lobby qualifying private sector companies to comply with the tourism charter and BBBEE scorecard

Project 3: Provide an enabling environment for the development of PDI entrepreneurs in the municipality

The development of PDI entrepreneurs within the tourism sector will aid the transformation process. The municipality should form a partnership with all institutions that can assist in this regard, such as TEP, Seda, NYDA, Umsobumvu Youth Fund, the Gauteng government etc.

Information on these institutions and how they can assist PDI tourism entrepreneurs must be available at tourism information centres.

The main actions needed to provide an enabling environment for the development of PDI entrepreneurs in the municipality are:

- The tourism officer to develop capacity to provide information to PDI entrepreneurs who enter the tourism sector
- Assist PDI entrepreneurs with information on institutions that can provide assistance

Objective 3: Provide ongoing, reliable and relevant research/information on tourism in the municipality.

All tourism stakeholders require accurate tourism statistics to guide their marketing effort. Accurate statistics on where visitors come from, who they are, etc. provide for marketing to be targeted, and could save money and be used for more efficiency.

Local tourism statistics are not readily available; only those for the country as a whole and for provinces. Local tourism statistics must be sourced at the local level.

The objective to achieve this is through the following projects:

Project 1: Monitor tourism sector trends and provide tourism product owners with this information

If accommodation establishment owners are willing to buy into sharing their visitor book (which is electronic these days) with regards to such information, data could be collected and analysed which could assist everyone. The institution which collects the data and distributes needs to be totally impartial and must be seen to use the information in a strictly confidential manner.

The main actions needed in order to monitor tourism sector trends and provide tourism product owners with this information are:

- Design a standard electronic booking and invoicing system for all accommodation establishments
- Negotiate with as many accommodation establishments to use the system, which will allow only non-confidential information such as where their clients come from, how long their stay is, etc. to be automatically transferred to a spreadsheet which the owner can send to an institution which will collect the information, analyse it and prepare a report. This report on trends in visitor patterns, will be provided free of charge to all participating accommodation establishments. The municipality can use this information when planning marketing in order to achieve more efficiency which will benefit all tourism stakeholders in the municipality

Project 2: Encourage the registering of tourism products in the municipality

In terms of the Gauteng Tourism Act, all tourism products must register with the registrar appointed in terms of the Act. The municipality, as government, has an obligation to assist the Gauteng government in motivating all product owners to register with the registrar.

The main actions needed in order to encourage product owners to register in terms of the Tourism Act are:

- The tourism officer to obtain a list of all registered product owners in Merafong
- The tourism officer to write to all tourism product owners who are not registered asking them to register
- To make registration a requirement when considering awards at the Annual Tourism Awards evening
- Make registration a requirement for tourism products to be included (free of charge) in all marketing material done by the municipality

Objective 4: Ensure safety and security for visitors to Merafong

Although the municipality does not suffer from as much from crime as other areas, it is still important to ensure the safety and security of visitors. Providing a safe secure destination adds to the enabling environment by encouraging more visitors to visit, by adding to a positive perception of the municipality as peaceful and secure and by cutting down the security costs which product owners might otherwise face in a less secure area.

The objective is therefore to achieve this, through the following projects:

Project 1: Provide safety and security tips in all tourism marketing material

As much as safety and security needs to be provided by the municipality's law enforcement and the SAPS, security responsibilities extend to the individual too. Visitors are often unaware and not alert to possible security threats and are therefore an easy target. However, being made aware of risky areas and being provided with tips that make one less of a target will go a long way in ensuring the safety of visitors. Placing security tips in all marketing material is a useful way of also making visitors responsible for their own security.

The main actions which are needed in order to provide safety and security tips in tourism brochures are:

- Liaise with SAPS to develop a list of safety tips for visitors
- Include a list of safety and security tips in all tourism marketing material such as tourism brochures, the tourism Web site, etc

Project 2: Ensure engagement of all tourism product owners in community policing forums (CPF's) in Merafong

All tourism product owners must be encouraged to attend community policing forum meetings in their area, and to serve on the CPFs. In this manner they will be able to provide input into CPFs on their experiences and that of visitors to the area, and to obtain information on the latest trends regarding safety and security in their area.

The main actions which are needed to provide for a safer environment for visitors are:

- Use the Merafong Tourism Forum to encourage tourism product owners to attend meetings of the local community policing forum and to serve on the local CPF so as to provide up to date information to visitors

Objective 5: Ensure that Merafong local municipality has the capacity to execute the Tourism Strategy

It is deemed that the present organogram would suffice for Merafong to implement the Tourism Strategy. It is recommended that the two vacant posts of Tourism Development Officer be filled, and that the 3 posts of Tourism Development Officer be assigned the following duties and responsibilities:

Tourism Development Officer 1: Marketing

- Tourism Information Offices
- Implement the marketing strategy
- Maintain all marketing collateral
- Prepare for and attend all trade shows
- Publicity

Tourism Development Officer 2: Research

- Obtain and analyse the latest statistics released by Stats SA and Tourism SA
- Repeat survey with tourism product owners each year and write a report
- Develop models for information collection
- Study the latest policy and strategies of National, Provincial and District relating to tourism
- Liaise with the District and Gauteng Province

Tourism Development Officer 3: Tourism Development

- Update all tourism products
- Identify new products
- Mobilize communities
- Arrange tours
- Arrange for training

SECTION D6: BRANDING STRATEGY

“Every place is a brand – nations, regions, cities, districts, streets...” and “most people want their ‘home’ to be perceived positively”.
Matthew Healey, 2008, What is branding?

1. INTRODUCTION

The purpose of the branding strategy for Merafong City is to develop a strategy that will meet the core objectives of the local tourism sector, develop a brand identity and implementation plan of all products using this brand.

A brand is a name, symbol or design or a combination of these, intended to identify goods and services of one seller or group of sellers, and to differentiate them from those of competitors. A brand is a promise of satisfaction. It is a sign, a contract between a product or service in this case the destination; and the client, in this case the tourist. Perceptions about a brand can be influenced by advertising and publicity.

The brief was to develop a brand strategy for Merafong City as a tourism destination. The challenge is to typify the area by means of selecting an appropriate name and visual look which will distinguish it from other areas; manage its reputation; and optimise all promotional opportunities in co-operation with all tourism stakeholders. The exercise is a unique opportunity to develop the symbolic or representative side of the tourism destination.

Branding Merafong City as a tourism destination is not about changing the symbols, icons of having a “showy” campaign. It is about using brand vision, imagination and innovation to attract tourists and take the destination to the next level. Developing a distinctive brand with branding guidelines will be used to inform the marketing collateral to proactively promote the tourism offering.

To develop a brand for Merafong City is important to determine the key concepts which make the target markets identify with this destination. It will aim to capture the positive feelings about the destination so as to build a common purpose, and ensure that the City is marketed to visitors in a way that captures the essence and sets it apart from the other destinations.

According to Binns & Nel, 2002, place branding is a locality-based strategy to re-image and reposition a destination with the goal to “construct a new image of a place or replace either vague or negative images” previously held.

Place marketing, aimed at the tourism market, has been identified as a key local economic development strategy. It is therefore important that a strong brand image of the destination be established on which the marketing of the destination or organisation, should be focussed.

The brand identity development process consists of the following activities:

- A brand assessment
- A brand identity plan
- A brand design

2. BRAND ASSESSMENT

2.1 The Branding Landscape

The first step in assessing the brand will be to complete an analysis of the branding landscape, because the visual brand must ultimately be aligned to certain relevant visual brands, such as those of South Africa, Gauteng and West Rand District Municipality and the municipal brand of the Merafong City Municipality.

The tag lines of the various brands are as follows:

- South Africa – Inspiring new ways
- Gauteng - It starts here
- West Rand District Municipality – More than just a discovery
- Merafong Municipality – Place of gold (Sotho)





MERAFONG CITY LOGO

The design features a mineshaft as a central design component, representing the mining industry and celebrates our community, and the contribution gold makes to our local economy. The Logo shows a strong upward movement, which represents the positive attitude of the Merafong People. The colours and all shapes indicate balance and tolerance between people, nature and Industry in Merafong City.

2.2 Benchmarking

Most of the destinations situated in and around Gauteng have a mining and cultural heritage combined with natural beauty. We describe two tourism destinations with similar features and need to compare it with the Merafong tourism destination to determine how to illustrate, differentiate and position its own brand.

Dinokeng (Cullinan) near Pretoria is described as "Africa in One Day" and the visual images that are used on the internet portray the destination as such. It has a historical village, the Cullinan Diamond Mine, hot air balloon rides, art, food, a golf course and train trips.



The Community Tourism Association of Matlosana (Klerksdorp) has developed a logo to promote the area as a tourism destination. Pictures of the area include architecture, mines, historical buildings and food. There is no tag line.



2.3 Marketing Material

The website for Merafong Tourism and the Merafong Tourism Brochure are the only marketing collateral used. The Municipal logo is used on the web site and brochure. It does not assist to describe the environment in Merafong and it does not assist to locate it.



2.4 Brand architecture

Brand architecture refers to the structure of all the brands within an organisation, or in this case, a destination or place. In this instance, it will be the way in which the tourism brands, whether it is municipal or local product brands, are related to and whether they support one another.

According to Binns & Nel there are a number of ways in which this relationship or architecture can be developed or represented, including a House of Brands, a Branded House or a House Blend.

A House of Brands consists of independent brands with their own identity and personality with no recognition of the mother brand. A Branded House is a structure where the mother brand dictates the name and appearance of the sub-brands. A House Blend occurs when the mother brand endorses sub-brands to give credibility to them.

In the absence of a tourism brand, Merafong uses the municipal logo to promote the destination. Tourism products all have their own logos and visual brands. There are no co-operative branding initiatives at the moment.

In the case of destination marketing, a strong link between brands is recommended since the target markets find it relatively difficult to identify clear geographical borders when they have to locate and identify destinations.

2.5 Stakeholder Involvement

A questionnaire was circulated to the relevant tourism stakeholders to obtain a clear picture of how they experience and view their City. The answers are as follows:

1. The present target markets according to the results include:

- Business people
- Sky divers
- Mountain bikers

2. The type of visitors is described as individual business people.

3. Attractions include:

- Heritage sites
- Sports complex
- Shopping
- Mining
- Sink holes

4. The major icon is regarded as:

- The gold mines

5. The description of the destination is as follows:

- Friendly and safe city
- Experience the grassland and karst landscape

6. The destination images are as follows:

- Friendly
- Relaxing
- Natural beauty
- Exciting
- Nostalgic
- Deepest mine

7. Suggested slogans, towards marketing the district as a destination, include:

- The best city in Mzantzi
- The mining hub of South Africa
- The gold capital of South Africa

8. Mining was overwhelmingly considered the key attribute, with nature, adventure, scenery, culture, history and heritage as far less important.

9. Contributions to the brand are:

- Attractions: Special interest, game viewing, birding and hiking
- Facilities: Accommodation
- Services: Healthcare, safety and security, ease of doing business

10. Merafong was the only preferred name.

From the results of the survey it is clear that the stakeholders see the gold mines as the most describing icon. This is rightly so, because the town was established to support the mining activities in the region and is still there to be of service.

The suggested slogans are not descriptive enough and will not help the prospective tourist to locate the City.

The identified images help to describe the experience of the stakeholders of their own City, but do not include vivid and depicting pictures that can be included to attract visitors.

The identified target markets clearly illustrate that communications should be more focussed on leisure tourism and special interest tourists such as

3. DETAILED BRAND IDENTITY PLAN

The next step in the process is to develop a brand identity plan. This is done by identifying the name, the slogan, the brand essence, the brand personality and tone of voice (for communication purposes).

3.1 Name

The name of the destination is: Merafong

The Sotho name Merafong is the official name of the area, it has relevance, is descriptive, and there is strong support for the use of the name.

3.2 Slogan

The slogan is: *The Treasure Trove of the West Rand*

As Merafong is world renowned as a place of gold, the slogan appropriately describes the mines as a gem of the region. The “treasure trove” refers to the richness of the area. It also refers to the fact that Merafong, the place of gold, produced and shaped leaders (national treasures). Referring to the West Rand helps to locate the specific place of gold.

3.3 Brand Personality

The spirit of gold diggers; treasure hunters, and ultimately the mine worker, pervade the atmosphere of Merafong City: an earthy worker, not glamorous but real, extracting something of value to create a path to wealth.

3.4 Tone of Voice

In all its communications, the destination should be friendly, industrious and welcoming. The use of realistic words and images of an industrial mining area full of hidden treasures will give a true picture of a place worth visiting. Talk should be about the mines, caves, sink holes, the grasslands, the wildlife, the eco-experiences, but also about the warmth of the people.

3.5 Brand Essence

For many years Merafong has been home to many – the Tlokwes, the Voortrekkers, the farmers, the “gold diggers”; all who have left behind a unique legacy worth exploring. Now, Merafong offers an opportunity for visitors and tourists to discover “gold”. It is also a place to rest, explore and enjoy the hospitality and friendliness of the local people.

4. THE VISUAL BRAND

Five proposed logos were developed for consideration. They are as follows:



There is overwhelming support for the B option.



MERAFONG CITY TOURISM

LOGO RATIONALE

- **The Miner:** This element forms the basis of the logo, the miner is indication of the strength and stableness of the Town as well as the struggle of all leaders as they advanced from the 'base of a mine' to iconic leadership positions.
- **The Mechanical Cog:** The mechanical cog displayed at the bottom of the logo shows off the Town's economical status as that of a prime mining town. The cog also shows that the Town works and together as a gear would in a machine.
- **The Mine Worker:** The mine worker shown in the logo resembles the many years of hard work by the dedicated people of the Town. It is also evidence of the Town's hard workers who even in the toughest work environment, stand together and work as one.
- **The Semi Circles:** The semi-circle elements are used to show that the Town is positioned in a mining environment with many unique tourism features including heritage sites and sink holes. The semi-circles also depict the Town respects and holds its people close.
- **The Triangles and Dots:** These elements are used to depict the rich heritage and culture that is celebrated in the area. It is also representative of the area's stable climate and warm summers.

4.1 Brand Architecture

A House of Brands will assist to involve tourism stakeholders to utilise the new visual brand by including it on all their marketing collateral.

4.2 Merafong Tourism Brand vision

Vision

- To be South Africa's fastest growing tourism destination.

Mission

- Together with our partners to optimise the tourism potential of Merafong City to the economic benefit of all.

5 IMPLEMENTATION PLAN

Now that you have a new brand, it is important to take note of the following:

- Your brand is not your logo.
- It's not your tag line.
- It's not something that lives only in the tourism marketing department.

A brand is your destination's overarching image. It is what people think, feel and expect whenever they interact with your destination.

5.1 Roll out strategy

In order to share and obtain full support for the new brand, together with the strategy, it is paramount that there should be a roll out strategy including the following:

- The rebranding of all brand collateral
- Get internal and stakeholder buy-in
- An official launch
- Implementation of a marketing plan

SECTION D7: MERAFONG TOURISM SIGNAGE STRATEGY

7.1 INTRODUCTION

The main objective of the Merafong Tourism Development Strategy is to develop the tourism sector in the district. With the expected increase in tourist numbers that this strategy is expected to achieve, more people will need guidance on the roads while in the Municipality. This signage strategy aims to complement the overall tourism development plan by providing the Municipality with guidance on signage interventions.

7.2 WHAT IS A SIGNAGE STRATEGY?

A signage strategy is a long term plan of action designed to guide the implementation of signage while taking into account the potential impact of signage and the tourism needs. More specific to Merafong itself, this signage strategy will aim to ensure that visitors to the Municipality and towns are made aware of its many attractions and are guided easily between the various attractions. Effective signage is an important tool to increase tourism and tourism spend in the area.

The impact of signs needs to be considered and taken into account when developing a signage strategy. If signs are not properly controlled it could have a negative impact on tourists' impressions of the area as well as on the environment.

Areas influenced by signage are:

- The visual environment
- Economic development
- Road Safety

These identified areas are discussed in detail below:

The visual environment is influenced by signs which advertise tourism products and services because it generates a sub-conscious impact on a person's mental health as well as psychological wellbeing. It affects the way humans think and act. The visual environment leads to community pride, it also creates a sense of place and identity.

The number of tourism signs has a direct impact on the visual environment making it necessary for the signage strategy to, amongst other matters, regulate the high demand to advertise tourism services and products, such that tourists are not subjected to information overload.

Tourism resources and the human living environment contributes to economic development in general. South Africa with its rich diversity of scenic landscapes and cultural diversity has many tourism attractions. Therefore it is necessary that advertisements of those attractions strengthen and enhance the local character and, at the same time, protect the vulnerable visual resources which give meaning and substance to the tourism experience.

The South African Manual for Advertising Control states that there are various areas with different rules regarding signage:

1. Areas of Maximum Control: Natural Landscapes, Rural Landscape, Conservation Areas, Passive Recreation Areas, etc.
2. Areas of Partial Control: High/ Medium Density Residential, Residential with Office and Commercial Encroachment, etc.
3. Areas of Minimum Control: Central Commercial Districts, Industrial Areas or Industrial Parks, Entertainment Districts, etc.

Applying this approach when developing the signage strategy will ensure that all areas of maximum control are kept free of advertising signs, conserving our natural resources and benefiting sustainable tourism.

Road Safety is a subject of increasing urgency which concerns the Department of Transport. Tourism advertisements become a possible threat when commercial interests are considered erected signs also distract drivers. Therefore, signs should inform rather than advertise, in a manner that no danger is presented to tourists.

The following characteristics of tourism signs could potentially cause road accidents:

- When signs obstruct the driver's vision due to the size, colour, animated lights, movements etc. on the boards.
- When signs are placed too close to the road and prove to be a safety hazard.
- When signs disrupt the traffic flow pattern due to small print or difficult to read information.
- When information overload stall a driver's decision due to a large number of signs in one place.
- When advertising signs obstruct important road traffic signs.

Merafong therefore has an absolute duty to minimise risks to motorists, including the control of tourism signage for B&Bs, restaurants, recreational activities etc. It is furthermore important that the design of all signs comply with national, provincial and local guidelines. These guidelines are discussed in the following sections.

7.3 SIGNAGE GUIDELINES

All aspects of signage, and not just the design aspect, have to be aligned with the national and provincial standards. The level of authority which would be responsible for signage would vary, depending on the classification of the road. The South African National Roads Agency (SANRAL) is responsible for road traffic signs on the national roads (N1, N2 etc.). SANRAL has an obligation to ensure that road safety is promoted and that traffic principles are not compromised by the demand of commercial interests. The Gauteng Proclaimed Provincial Roads (truck roads, main roads, divisional/district roads and minor roads) fall within the powers and functions of the Gauteng Roads and Transport Department. Merafong City Municipality is responsible for road traffic signs on each respective municipal road. All guidelines and policies, whether at provincial or local level, must comply with the SADC-RTSM.

The absence of an integrated signage policy and by-law for the Merafong Municipality is well noted. It is highly recommended that a signage policy and by-law for Merafong be developed in order to facilitate the implementation of signage in the Municipality and to ensure that control is maintained. Signs erected on municipal roads needs to be constant and unified.

The following sections outline the relevant government level guidelines.

7.3.1 National Guidelines

SANRAL adopted and printed the Southern African Development Community Road Traffic Signs Manual (SADC-RTSM, 1997), which provide guidelines for matters concerning road traffic signs.

Any tourism sign that is displayed on any part of the public road network in the Merafong Municipality has to comply with the guidelines, rules and warrants of the SADC-RTSM, key features of which outlined below.

The SADC-RTSM provides for the well-known brown tourism signs.



Although the problem is of a much smaller nature in the less densely developed areas, the metropolitan areas often have many destinations and attractions (for example all the local crafts shops in the area), all of which are impossible to provide for on signage. SADC-RTSM specifically states that tourism signs are part of the secondary directional road signing system and are intended for driver information, and not for advertising.



It is, therefore, an established principle that the primary guidance signs (direction sign, location signs, warning signs etc.) and maps must be used by road users to get to their destinations, and that brown tourism signs are to be used in a supporting role as final destination indicators.

In order to ensure that the tourism signs in the district serve the best interest of all parties, including tourists, all national as well as provincial and local tourism authorities need to pursue a joint decision making approach regarding the implementation of signage where possible. It is therefore essential to determine the provincial regulations, before the development of a signage strategy is considered.

7.3.2 Provincial regulations

In order to ensure the orderly development of a tourist friendly signage system at the provincial government level, SANRAL will consult with the relevant provincial authorities to ensure that the signage system meets the need of the SADC- RTSM. Therefore all regulations regarding signage, whether at provincial or local level, have to comply with the SADC- RTSM, and shall only be approved by SANRAL if the tourism facility or establishment complies with, or meets, the requirements of a recognised grading body.

Where tourism facilities have direct access off national roads, SANRAL may take a decision to approve an application or not. However where an establishment along non-National roads apply for signage at national road interchanges and intersections, or along a national road request tourism signs, the provincial and/or local tourism authorities must decide which tourism sign should be approved.

The Gauteng Department of Roads and Transport, like all road authorities, is required to use the SADC- RTSM, as it finds its basis in the National Road Traffic Act and regulations thereto. The Department needs to develop an accessible signage policy in order to guide relevant authorities and to demonstrate how the manual will be applied in Gauteng.

Provincial and local authorities interest lie mainly in the promotion of tourism whilst SANRAL has an interest in ensuring safety. When signage on a municipal road is considered, it is necessary to first look at the by-laws of the relevant local municipality. Merafong Municipality does not have a by- law or policy on signage.

7.4 PROPOSED SIGNAGE STRATEGY

The signage strategy for Merafong addresses the lack of quality signage throughout the Municipality and proposes ways to improve the current circumstances while complying with the relevant regulations and legislations as outlined above.

The key elements of the Signage Strategy for Merafong are:

- Identifying the types of signage relevant to the tourism development plan for Merafong City.
- Evaluating the current signage circumstances in Merafong.
- Identifying the Municipality's signage needs.
- Creating linkages between tourism product owners along the routes.

- Complying with national and provincial guidelines and rules of signage.
- Completing a policy and by-laws for signage central in Merafong.
- Suggest relevant signage along the routes.
- Identifying potential places for information boards along the routes to ensure that tourists are made aware of its many attractions and are guided easily and effectively to them.
- Addressing the upgrading and maintenance of signage in order to ensure that it keeps performing its required function over time.

The following types of signs are identified for the purpose of the strategy:

- Location signs
- Route markers
- Direction signs
- Tourism signs

The aim is to identify the need for relevant signage and to implement signs at relevant places that will promote tourism in the district.

7.5 OBJECTIVES AND PROJECTS TO MEET THE PRIORITY AREA

The following objectives and projects aim to improve the accessibility of tourism information to ensure that information is effectively reached by tourists through signage that meets the required regulations.

Objective 1: Ensure that tourists have knowledge of current locations through appropriate signage

Location signs indicate to road users the name of the place or location that has been reached by the road user.

The following are examples of location signs:

- Town names
- Welcoming signs
- Street names
- River names
- Interchange/freeway names

Location signs supplement the guidance by offering valuable reassurance on the progress of a journey.

The objective is therefore to achieve this through the following projects:

• Project 1.1: Facilitate the implementation of location signs at relevant towns

It is important for tourists to know the name of the town in which they find themselves in order to refer to find directions on a map.

The main actions which are needed in order to ensure that the applicable tourism towns are identified by signs are:

- Identify key tourism products which contribute to the tourist's experience
- Evaluate the existence and condition of current signage in the identified towns

The following key recommended towns are identified as important current and potential tourism nodes where the above actions should take place:

- Carletonville
- Fochville
- Welverdiend
- Wedela
- Khutsong
- Kokosi
- Greenspark
- Blybank

The standard white board with a black border serves as a general location sign.



• **Project 1.2: Design “welcome” signs to support the brand and identity of the towns in the Merafong Municipality**

“A welcome sign is a road sign at the border of a region, welcoming drivers to that region. It may be found entering a state, province, county, city, town, etc. Its purpose is partly informational, to inform drivers where they are, and partly for tourism, as it affords an opportunity to advertise features within the region to people who are entering it.” (Wikipedia)

Signs support the attractiveness of the towns and create a welcoming feeling for tourists. Signs can add to the overall tourism experience when visiting the towns. It should be well presented and visible.



The main actions which are needed in order to ensure the implementation of well designed “welcome” signs are:

- Evaluate existing “welcome” signs
- Improve existing “welcome” signs by incorporating the new Merafong branding

Objective 2: Ensure that routes in the Municipality have appropriate signage

Although towns are seen as an important tourism node, the route markers that guide the tourist to the towns are equally important. Routes need to be developed to incorporate as many possible tourism products (fly fishing, hiking, arts and crafts etc.) provided along the route; this needs to be effectively marked. Such a route can exist on its own or it may, along with other tourist routes, form part of a “high density tourist area”. This can help to increase the geographical spread of tourism products. Proper signage along the routes would make destinations more user-friendly and accessible to tourists. The developments of routes feature strongly in the strategy under Tourism Product Development.

Route makers inform tourists about specific products offered on the tourism route.



The objective is therefore to achieve this, through the following projects:

• **Project 2.1 Create themes for tourism routes**

The primary function of route markers is to provide a continuity of messages in the area covered by the route. Tourism routes should be developed around a “theme” preferably one of the generic group of themes into which the tourism symbols are classified. Marketing tourism routes as a theme will draw the tourist’s attention to specific tourism products and influence tourist’s perception of the route in general.

The main actions which are needed in order to ensure a theme is consistent throughout the route are:

- Identify the key attractions of the routes.
- Identify key tourism products along the routes.
- Select an icon which identifies the route attractions.
- Develop and facilitate the implementations of signs for route attraction.

Objective 3: Ensure tourists are effectively guided to their desired destination through appropriate signage

“Guidance” signing consists of all road signs which contribute towards the on-road visual information system and give direction or reassurance to drivers in the process of navigating their way through the road network (Gauteng Department of Transport and Public Works). Continuity and accuracy are key elements in developing these signs. Distance and information signs provide tourists with information for better planning to ensure that tourists arrive at their desired destination without wasted travel time.

The objective is therefore to achieve this, through the following projects:

- **Project 3.1: Co-ordinate the implementation of direction signs at key tourism nodes**

Tourism signs are often supplementary to direction signs in the sense that primary navigational information is given on direction signs. Careful planning and considerations should be given to the positioning of the signs. Key points at junctions should be identified and necessary directions signs must be erected in order to avoid confusion.

The main actions which are needed in order to ensure direction signs are implemented at key point are:

- Evaluate current direction signs and the location thereof.
- Identifying key points for implementing direction signs.
- Facilitate the implementation of direction signs on identified key points.

The standard green board with a white border serve as a general direction sign



Objective 4: Ensure tourism signs in Merafong showcase all tourism products available

The main goal of tourism signage is to satisfy the need of tourists over and above the normal direction signs; to inform the tourists of activities and tourism products available in Merafong. Sufficient time must be allowed to safely absorb the additional information being offered by the tourism signs. Authorised officials have the authority to remove any sign which in their opinion is hazardous to the environment or drivers.

The objective it therefore to achieve this, through the following projects:

- **Project 4. 1: Facilitate the implementation of tourism signs to highlight tourism products**

Information concerning the tourism attraction in Merafong City must be well managed to provide easy access to the information and to insure it reaches tourists effectively. Tourism products and services in Merafong need to be identified in order to recognise the need for tourism signs.

The main actions which are needed in order to ensure tourism signs provide the necessary information are:

- Identifying the resources that provide the foundation for tourism products.
- Identifying the tourism products provided in the area.
- Evaluate current tourism signs.
- Identify the need for relevant signage to promote the tourism.
- Encourage community participation on signage ideas.
- Encourage relevant authorities to implement signage which supports tourism products in the municipality.

Merafong provides many resources which are used to benefit tourism services. Resources identified in the Situation Analysis include:

- Abe Bailey Nature Reserve
- Kraalkop Game Lodge
- Johannesburg Sky Diving Club
- Living Gold Roses
- Danie Theron Monument

The tourism products can be categorised into the following:

TOURISM PRODUCTS

Nature-based tourism

- Hiking
- Bird-watching
- Camping
- Caving

Adventure tourism

- Quad-biking
- 4x4 Routes
- Mountain biking
- Sky diving
- Horse trails
- Adventure hiking

Sport tourism

- Rugby
- Tennis
- Bowls
- Golf

Cultural and heritage tourism

- Arts and Crafts
- Theatres
- Galleries
- Concerts
- Township tours

Business tourism

- Meetings
- Incentives
- Conferences
- Exhibits

History

- Historical buildings of Carletonville
- Great Trek products
- Early Settlers products
- Anglo- Boer war products

Agriculture tourism

- Living Gold Roses

Event tourism

- Wildsfees
- Go West Heritage Week
- Wine Festival
- Wintershow
- Mayoral Charity Golf Day
- Sibanye Gold “ Gold Rush” Mountain Bike races

These products are discussed in detail in the Tourism Product Development section.

Tourism products must be identified with the well-known brown tourism signs and indicated with a picture. The picture must be basic and the tourism activity must be easily identified.

The following examples can be used to indicate the tourism activities in Merafong:



• **Project 4.2: Coordinate the improvement and maintenance of signage in Merafong**

Relevant tourism signage is a means to get tourists to their required destination. However, it can also act as a mechanism to get tourists to go to a specific tourism product or attraction that they were not planning to go to by acting as a marketing mechanism. Thus for tourism signage to be effective it must be relevant and it must satisfy both directional and marketing functions. Tourism signage in the Municipality can be significantly upgraded to contribute to the good impression of the area. However, it is also important that the signage is maintained over time so that it keeps performing its required function. New tourism products are reconstructed and must be incorporated in the tourism route markers.

The main actions which are needed in order to ensure that tourism signs are improved and maintained are:

- Continuously maintain all existing signs in Merafong.
- Continuously develop an audit of current signage needs in the Municipality.
- Continuously ensure that signs are in place at key strategic tourism sites.
- Process applications for a new signage.
- Facilitate the erection of information boards outside Tourism Information Offices
- Erect a large tourism map showing tourism products and their location in relation to other tourism products at key stop points in the Municipality.

Objective 5: Ensure standardisation and control of signs implemented across Merafong City

The objective is therefore to achieve this, through the following projects:

• **Project 5.1: Develop a signage policy and signage by-law for Merafong which complies with national and provincial legislation**

All location signs have to comply with national and provincial signage guidelines. Signs have to promote the principles of conformity, accuracy, uniformity, consistency and continuity. There is currently no signage policy available for Merafong. It is recommended that the Municipality develop by-laws which will serve as guidelines by which Municipality can control signage in the Municipality.

The main actions which are needed in order to ensure that tourism signs comply with legal requirements are:

- Obtain clarity on guidelines and rules concerning signage from provincial and national government.
- Develop a signage policy for Merafong.
- Develop a signage by-law for Merafong.

SECTION E: IMPLEMENTATION PLAN

SECTION E1: INTRODUCTION

A tourism strategy has been developed for the Merafong City Municipality to provide strategic direction to grow the tourism sector in the Municipality over the period 2015 to 2020. In the previous sections of this study the situational analysis identified a number of gaps in the tourism sector and the subsequent tourism strategy devised strategic interventions to address these gaps. It is expected that the successful implementation of the tourism strategy should maximise the growth potential of the tourism sector in the Municipality and result in the distribution of economic benefits throughout the Municipality.

However, the expected economic benefits associated with the tourism strategy are unlikely to arise unless there is a systematic implementation of the specific actions of the projects designed to achieve the various tourism development objectives. The purpose of the implementation plan is to provide tools to direct the relevant stakeholders in the implementation of the tourism strategy. This implementation plan identifies the “responsible agent” for each action in the tourism strategy. The plan also specifies the time frame from start to finish for project related action as well as the proposed budget for each action in the tourism strategy.

The framework for the implementation plan is structured in such a manner as to align with the structure of the tourism strategy (i.e. the systems approach):

- Product development
- Marketing
- Infrastructure development
- Human resource development
- Enabling environment

Therefore, the implementation plan deals systematically with each component of the systems approach to the tourism strategy. It is clear from the priority areas discussed previously, that many of the initiatives are tourism specific, such as the facilitation of tourism product development, marketing of tourism products, etc. However, it is also clear that many of the recommended projects do not fall within the responsibilities of the tourism unit, such as the upgrading of roads, health and safety, etc.

The Merafong Municipality in association with the Merafong Tourism Forum will be responsible for the implementation of the Merafong Tourism Development Strategy

Establishment of a Tourism Forum

It was resolved at a public participation meeting of all stakeholders that a Tourism Forum should be established to assist the Merafong Municipality Tourism Unit to implement the Merafong Tourism Development Strategy.

The Tourism Forum will consist of the following tourism stakeholders:

- The Merafong Municipality
- West Rand Tourism
- The Treasure Route
- Merafong Tourism Association
- A representative of the accommodation establishments
- The Kraalkop Game Park
- The Abe Bailey Nature Reserve
- The Johannesburg Skydiving Club
- Living Roses
- The Mines
- The Far West Rand Dolomitic Water Association

The functions of the Forum will be as follows:

- Update the tourism stakeholder database
- Provide inputs into marketing Merafong as a tourism destination
- Provide information on tourism products
- Provide information on tourism tours
- Assist with research
- Update the events calendar for Merafong
- Provide input into safety and security issues
- Assist with a quarterly tourism newsletter
- Promote the use of the Merafong tourism branding
- Identify infrastructure needs
- Promote regular seminars for tourism product owners
- Promote the annual tourism awards evening
- Encourage the registration of tourism products

Merafong Tourism Unit

The roles and responsibilities of the Tourism Unit of the Merafong Municipality within the implementation plan is as follows:

- Create an enabling environment in which tourism can flourish
- Establish institutional capacity that will facilitate tourism development
- Facilitate, empower and encourage transformation in the tourism industry
- Provide ongoing , relevant and reliable research on the tourism industry
- Raise tourism awareness
- Facilitate skills development and training in the tourism industry
- Facilitate the provision of the necessary infrastructure through other stakeholders
- Facilitate and lobby for responsible land-use planning , relevant to tourism development
- Provision and maintenance of tourist services, sites and attractions through relevant departments
- Facilitate the development of tourism entrepreneurs and SMMEs
- Facilitate the provision of road signs in accordance with nationally established guidelines
- Lobby for public health and safety to grow tourism
- Facilitate the participation of local communities in the tourism industry
- Facilitate and lobby for the establishment of appropriate tourist public transportation services
- Licence establishments in accordance to national framework
- Facilitate product development and investment attraction
- Facilitate route development
- Cooperate with other stakeholders for tourism development
- Market the municipality as a tourism destination

Other stakeholders for project implementation

Tourism development and the implementation of this Tourism Development Strategy cannot be undertaken alone. There are a number of other important stakeholders who will have important roles to play in the implementation of this plan:

- Relationships with local tourism associations: The Merafong Tourism Association operates from the Carletonville Library. The association is the voice of individual tourism products and service owners and a good relationship needs to be developed between the Tourism Unit and the tourism association. Much of the interaction will take place within the forum, but meetings on specific issues should take place on an ad-hoc basis
- Relationship with the private sector: Most tourism products within the municipality are owned by private individuals and companies. As such, it is important that communication channels are opened with the private sector, primarily through the forum. Here the private sector can give input into their needs from Local Government. The Municipality can in turn give feedback to the private sector about progress in local tourism development initiatives
- Relationship with communities: The municipality has an important role to play in the growth of the tourism sector in areas currently not developed for tourism and in bringing previously disadvantaged individuals into the sector. As such, it is important that a good relationship is built with communities
- Relationship with The West Rand District Municipality's tourism agency, West Rand Tourism: The Tourism Officer will represent the Local Tourism Organisation (Merafong Tourism Forum) on the District Tourism Organisation (DTO) for the West Rand to coordinate the implementation of the West Rand Tourism Development Strategy and to lobby for the prioritization of local initiatives for support and funding.
- Relationship with provincial stakeholders: Gauteng Tourism, The Department of Environmental Affairs etc. are important stakeholders with Gauteng. As such it will be important that clear communication channels are opened with these stakeholders for financial and other support

SECTION E2: THE IMPLEMENTATION PLAN

The implementation plan defines the *Responsible Agent* and *Partners* for each action relating to specific projects of the Merafong Tourism Development Plan. The implementation plan then provides phasing and budgeting information for each action.

The figure below provides an example of the structure of the implementation plan:

Budget('000) and Phasing				
2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Operational				
2*	1	1		
0				
TBD	TBD	TBD		

Each action is represented as a row in the spreadsheet. Coloured blocks indicate that the action should take place in that year. The number represents the estimated budget for each action. If no number appears in the block it means that no budget is required and that it is operational costs being used by the municipality to execute the project or funding can be obtained from the private sector. It must be noted that these values are estimations and are adequate for provisional budget estimations. In some cases an estimated value could not be determined as the value relied on a number of factors that could not be determined. In these instances, the budget amount will be represented by "to be determined" – TBD. In other cases an asterisk will be placed and this will be followed by a brief description explaining how the estimated amount was assessed.

The tourism plan has outlined a number of projects and programmes to grow tourism within the municipality. Some of these are critical to the growth of the industry, while others are not. The priority of projects are indicated as high (H), medium (M) and low (L) priority.

The projects are also linked to the national, provincial and district strategies.

The implementation plan that follows is divided according to the five key priority areas of the tourism plan.

It must be noted that a Tourism Strategy and its implementation plan should be a "living document" in that it is open to change and needs to be constantly reviewed according to changed circumstances and milestones achieved. The implementation is therefore indicative and a start point for the implementation of the plan.

2.1 TOURISM PRODUCT DEVELOPMENT

Objective 1: The development of iconic products in the municipality to attract more visitors							
	Implementation Agents		Budget (‘000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Merafong Heritage Precinct Development							
Revamp the Civic Centre into a major convention centre	Merafong	NUM ANC West Rand Gauteng	*			M	NDP: Increase visitors
Facilitate a hotel development	Merafong	NUM ANC West Rand Gauteng					NTSS: Grow tourism
Provide for a mining museum	Merafong	NUM ANC West Rand Gauteng					GTDS: Improve products
Facilitate an amphitheatre development	Merafong	NUM ANC West Rand Gauteng					WRTSS: Develop products
The development of a residential and business component	Merafong	NUM ANC West Rand Gauteng					

Provide a Tourism Information Centre	Merafong	NUM ANC West Rand Gauteng					
Provide a heritage square and linking the square to the municipal offices through a tree-lined pedestrian walkway	Merafong	NUM ANC West Rand Gauteng					
Branding the complex as the "House of Icons" linking it to the National Union of Mineworkers heritage	Merafong	NUM ANC West Rand Gauteng					

· This project will be funded by the private sector as a Public Private Partnership

Objective 2: Promote adventure, nature-based and sports tourism							
	Implementation Agents		Budget (‘000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Promote the Development of Kraalkop Game Reserve							
Market Kraalkop Game Reserve in all municipal marketing collateral	Merafong	Kraalkop Game Reserve	See tourism marketing			H	
Project 2: Promote the development of the Abe Bailey Nature Reserve into a Big 5 Nature Reserve							
Lobby Goldfields to complete a Land-use Framework Plan for land belonging to the FWRDWA	Goldfields	West Rand District Municipality and Local Municipalities	0*			L	NDP: Increase visitors
Lobby the Gauteng Department of Nature Conservation to complete a feasibility study for a Big 5 Nature Reserve on land belonging to the FWRDWA on land identified in the above study	Gauteng Department of Nature Conservation	West Rand District Municipality and Local Municipalities			0*		NTSS: Grow tourism GTDS: Improve products WRTSS: Develop tourism products
Market the Abe Bailey Nature Reserve in all municipal marketing collateral	Merafong	Abe Bailey Nature Reserve	See tourism marketing				
*Merafong to lobby the mining companies and the Gauteng Department of Nature Conservation to fund these studies							
Project 3: Promote the Development of the Losberg area as a nature-based adventure destination							
Market the Losberg area in all municipal marketing collateral	Merafong	All tourism products in the Losberg area	See tourism marketing				
Project 4: Promote the Development of the Johannesburg Skydiving Club							
Market the Johannesburg Skydiving Club in all municipal marketing collateral	Merafong	Johannesburg Skydiving Club	See tourism marketing				
Project 5: Promote the Development of Living Gold Roses							

Market Living Gold Roses in all municipal marketing collateral	Merafong	Living Gold Roses	See tourism marketing
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Objective 3: Promote the development of Culture, Heritage and History in Merafong							
Objective 3.1 Promote the development of Geology, Karst and mining attractions							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	PRIORITY	Linkage to Strategy
Project 1 Facilitate a new display for the Ventersdorp Contact Reef Rock Library							
Identify alternative space for the rock library	Merafong	Mining Companies	200			H	NDP: Increase visitors
Complete a new display	Merafong	Mining Companies					NTSS: Grow tourism
Re-launch the new display	Merafong	Mining Companies					GTDS: Improve products
Market the new display in all municipal marketing collateral	Merafong						WRTSS: Develop tourism products
Project 2: Promote the development of Blyvooruitzicht Mining Town as a historic mining town							
Appoint a Heritage Consultant to complete the feasibility study, and if feasible to apply to the Provincial Heritage Authority to declare it as a Heritage Site	Merafong	Mining Companies Heritage Council	*			M	NDP: Increase visitors NTSS: Grow tourism
Work closely with all stakeholders overseeing the closure of the mine	Merafong	Department of Minerals Liquidator Government Security cluster					GTDS: Improve products WRTSS: Develop tourism product
*Lobby mining companies to fund this project							
Project 3 : Facilitate the development of a deep level mining museum							
Appoint a service provider to complete the feasibility study	Merafong	Mining Companies	*			L	NDP: Increase visitors NTSS: Grow tourism
If feasible, develop an exhibition	Merafong	Mining Companies West Rand Gauteng					GTDS: Improve products WRTSS: Develop tourism product
Identify space for the museum							
Implement the exhibition	Merafong						
Launch the Museum	Merafong						
Market the museum	Merafong						
* Lobby mining companies to fund this project							
Project 4: Develop the Lepalong Caves (Hutgrotte) as a major tourism attraction							

Appoint a heritage consultant to conduct a feasibility study to declare the Lepalong Caves and surrounding area as a Heritage Site	Merafong	Heritage Council Provincial Heritage Authority	200			H	NDP: Increase visitors NTSS: Grow tourism
If feasible, application be made to the Provincial Heritage Authority for declaration as a Heritage Site	Merafong	Heritage Council Provincial Heritage Authority					GTDS: Improve products WRTSS: Develop tourism product
Negotiate access to the site by visitors and sign an agreement with the owner of the land	Merafong	Heritage Council Provincial Heritage Authority					
Complete a feasibility study for the development of the Lepalong Caves as a major tourism product	Merafong	Heritage Council Provincial Heritage Authority					

Project 5: Develop the Paleo sinkhole as a major attraction

Appoint a heritage consultant to complete a cultural heritage development plan	Merafong	Heritage Council Provincial Heritage Authority		200		H	NDP: Increase visitors NTSS: Grow tourism
Apply to the provincial heritage authority for the declaration as a heritage site	Merafong	Heritage Council Provincial Heritage Authority					GTDS: Improve products WRTSS: Develop tourism product
Negotiate access to the site with the owner	Merafong	Heritage Council Provincial Heritage Authority					
Complete a feasibility study for the development of the attraction	Merafong	Heritage Council Provincial Heritage Authority					

Project 6: Conduct research to ascertain the extent of caves in the Merafong and development possibilities

Appoint a research institutions to conduct research into all caves in the Merafong area to determine the extent and caves and their development possibilities	Merafong	University of the North West		*		L	NDP: Increase visitors NTSS: Grow tourism
If caves are identified that possess development possibilities, appoint a service provider to conduct individual feasibility studies for those caves	Merafong	University of the North West					GTDS: Improve products WRTSS: Develop tourism product

*Merafong to lobby the mining companies in the area to fund this project as a post mining legacy

Objective 3: Promote the development of Culture, Heritage and History in Merafong

Objective 3.2 Promote the development of heritage and history attractions in Merafong

	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Promote the conservation of the architectural heritage of the Carletonville CBD							

Appoint a heritage architect to conduct a conservation study for the Carletonville CBD	Merafong	The SA Institute for Conservation (Heritage Conservation Group)			200	M	NDP: Increase visitors NTSS: Grow tourism
Make application to the Provincial Heritage Authority for all individual buildings and streetscapes to be declared heritage sites	Merafong	Provincial Heritage Authority					GTDS: Improve products WRTSS: Develop tourism product
Implement a walking tour			See Objective 4: Tourism Routes				
Project 2: Complete a heritage study for the whole of Carletonville for all: <ul style="list-style-type: none">• Great Trek attractions• Anglo-Boer War attraction• Pre-Colonial Settlement attractions• Cultural attractions							
Appoint a heritage consultant to conduct a heritage study to identify all the above attractions in Merafong	Merafong	Heritage Council Provincial Heritage Authority	200			H	NDP: Increase visitors NTSS: Grow tourism
Make application to the Provincial Heritage Authority for all listed sites in the study to be declared Heritage Sites	Merafong	Heritage Council Provincial Heritage Authority					GTDS: Improve products WRTSS: Develop tourism product
Complete marketing collateral for the sites	Merafong		See Tourism Routes and Marketing Strategy				

Objective 4: Facilitate the establishment of tourism routes and tours							
Actions	Implementation Agents		Budget ('000) and Phasing				
	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Assist with the development of the N12 Treasure Route							
Identify all tourism products along the route	Merafong	N12 Treasure Route				H	NDP: Increase visitors NTSS: Grow tourism
Create linkages between product owners along the route	Merafong	N12 Treasure Route					GTDS: Improve products WRTSS: Develop tourism product
Identify infrastructural needs along the route	Merafong	N12 Treasure Route					
Upgrade infrastructure along the route	N12 Treasure Route						
Identify signage needs along the route	Merafong	N12 Treasure Route					

Provide relevant signage along the route	N12 Treasure Route						
Develop a rest point along the route at the intersection of the N12 and the R501 with an information board and maps	Merafong	N12 Treasure route					
Market the route in all municipal collateral	Merafong		See Marketing strategy				
Facilitate the clustering of tourism products along the route	Merafong	N12 Treasure Route					
Project 2: Facilitate the development of a heritage route in Merafong							
Identify all heritage sites and resources in the municipality	Merafong		Refer to Objective 3 Project 2			M	NDP: Increase visitors NTSS: Grow tourism
Create linkages between heritage points through the municipality	Merafong				200		GTDS: Improve products WRTSS: Develop tourism product
Encourage involvement from stakeholders	Merafong						
Develop the route and associated map	Merafong						
Identify infrastructure needs	Merafong						
Provide the infrastructure	Merafong						
Identify signage needs	Merafong						
Provide relevant signage along the route	Merafong						
Develop package tours along the route	Merafong						
Market the route in all municipal collateral	Merafong		Refer to marketing strategy				
Project 3: Complete a township tour for Khutsong							
Identify all tourism products in Khutsong	Merafong		Refer to Objective 3 Project 2				
Create linkages between product owners along the route	Merafong	Gauteng Tourism Authority	*			H	NDP: Increase visitors NTSS: Grow tourism
Identify infrastructural needs along the route	Merafong	Gauteng Tourism Authority					GTDS: Improve products WRTSS: Develop tourism product
Upgrade infrastructure along the route	Merafong	Gauteng Tourism Authority					
Identify signage needs along the route	Merafong	Gauteng Tourism Authority					
Provide relevant signage along the route	Merafong	Gauteng Tourism Authority					
Market the route in all municipal collateral	Merafong	Gauteng Tourism Authority			See tourism marketing		
*Lobbv Gauteng Tourism for funding.							

Project 4: Facilitate a walking tour of the CBD of Carletonville							
Complete a brochure	Merafong					M	NDP: Increase visitors NTSS: Grow tourism
Train tour guides	Merafong						GTDS: Improve products WRTSS: Develop tourism product
Market the tour	Merafong						

Identify and assist tour guides to develop businesses	Merafong	Gauteng Tourism Authority					
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Objective 5: Develop MICE and events tourism in Merafong							
	Implementation Agents		Budget (‘000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Facilitate the development of the Carletonville Heritage and Precinct Development							
See Objective 1: Project 1							
Project 2: Facilitate the development and promotion of annual events in Merafong							
Identify all existing events in Merafong	Merafong	Private Sector				H	WRTSS: Grow events
Assess all emerging events in Merafong	Merafong	Private Sector					
Lobby for sponsorship and support of events	Merafong	Private Sector					
Assess the infrastructural and service needs of events	Merafong						
Provide the infrastructure and service needs	Merafong						
Develop an events calendar for Merafong	Merafpong						
Market the events calendar and individual events on all marketing collateral of the municipality	Merafong		See tourism marketing				
Project 3: Promote sports tourism and sports events							
Identify all existing sports events in Merafong	Merafong	Private Sector				H	WRTSS: Grow events
Assess all emerging events in Merafong	Merafong	Private Sector					
Lobby for sponsorship and support of events	Merafong	Private Sector					
Assess the infrastructural and service needs of events	Merafong						
Provide the infrastructure and service needs	Merafong						
Develop a sporting events calendar for Merafong	Merafong						
Market the sporting events calendar and individual events on all marketing collateral of the municipality	Merafong		See tourism marketing				

2.2 TOURISM MARKETING

Objective 1: Ensure ready access of tourism information to visitors							
Actions	Implementation Agents		Budget ('000) and Phasing				
	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Establish tourism information offices							
See Tourism Infrastructure						H	
Project 2: Develop and events calendar for Merafong							
Conduct an audit of all events in Merafong	Merafong					H	WRTSS: Grow events
Develop an events calendar for Merafong	Merafong						
Market the events calendar on all marketing collateral of Merafong	Merafong						
Project 3: Use marketing collateral for the municipality as a marketing tool							
Develop a new tourism brochure for Merafong	Merafong	Merafong Tourism Forum	100	150	200	H	GTDS: Raise awareness of experiences and destinations
Develop a tourism map for Merafong	Merafong	Merafong Tourism Forum					
Develop a poster and Z fold brochure for each special interest attractions	Merafong	Merafong Tourism Forum					
Design a template for a tourism newsletter	Merafong	Merafong Tourism Forum					
Complete a promotional DVD for Merafong Tourism	Merafong						

Objective 2: Facilitate remote access to tourism information on Merafong tourism							
Actions	Implementation Agents		Budget ('000) and Phasing				
	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Update the municipal tourism website and brand in terms of the new Merafong tourism brand							
Complete an audit on the existing website	Merafong	Merafong Tourism Forum				H	GTDS: Raise awareness of experiences and destinations
Update the existing website	Merafong	Merafong Tourism Forum					
Project 2: Maintain the tourism product database							

Communicate once a year with tourism product owners to update their details	Merafong	Merafong Tourism Forum				H	GTDS: Raise awareness of experiences and destinations
Communicate with the Merafong Tourism Forum to obtain information on tourism products in Merafong	Merafong	Merafong Tourism Forum					
Update the Merafong tourism product database	Merafong	Merafong Tourism Forum					

Objective 3: Use the media to promote tourism in the District							
Implementation Agents			Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Develop a periodic tourism newsletter							
Design a template for a newsletter	Merafong	Merafong Tourism Forum				H	NTSS: Involve all tourism stakeholders
Send a quarterly tourism newsletter to all tourism product owners included in the Merafong tourism product database	Merafong	Merafong Tourism Forum					

Objective 4: Encourage a coordinated effort by all tourism organisations and product owners in Merafong							
Implementation Agents			Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Create a marketing forum where tourism marketing efforts can be aligned							
Include tourism marketing as a permanent item in meetings of the Merafong Tourism Forum	Merafong	Merafong Tourism Forum				H	NTSS: Involve all tourism stakeholders
Project 2: Promote the coordinated use of the Merafong tourism branding and logo							
Encourage tourism product owners to use the Merafong tourism logo and branding on their websites and brochures	Merafong	Merafong Tourism Forum				H	NTSS: Involve all tourism stakeholders
Include the Merafong tourism branding and logo on all municipal collateral	Merafong	Merafong Tourism Forum					

2.3 INFRASTRUCTURE DEVELOPMENT

Objective 1: Ensure provision of infrastructure to facilitate growth of the tourism industry							
Implementation Agents			Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Improve road access							

Lobby the Provincial Government for funding to upgrade and maintain the R500	Merafong					H	NDP: Improve infrastructure NTSS: Improve infrastructure WRTSS: Improve transportation
Monitor the implementation of the Merafong Integrated Transport Plan	Merafong						

Objective 2: Ensure that the town within the municipality are attractive and welcoming to visitors

		Implementation Agents		Budget ('000) and Phasing			
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Complete a signage policy and by-laws for Merafong							
Complete a signage policy, strategy and By-laws for Merafong	Merafong	Merafong Tourism Forum	See Signage Strategy			H	
Project 2: Beautify the towns							
Upgrade the welcoming signs in towns and surrounding areas and include the new Merafong logo into these signs	Merafong					H	GTDS: Improve the quality of products
Provide welcoming signs to towns where they have not been developed yet	Merafong						
Maintain the medians and sidewalks of main roads into towns and planting trees where they do not exist	Merafong	Merafong Tourism Forum					
Project 3: Ensure that towns are clean to create a favourable impression							
Monitor the implementation of the Merafong Integrated Waste Management Plan	Merafong	Merafong Tourism Forum					GTDS: Improve the quality of products

Objective 3: Upgrade transportation infrastructure

	Implementation Agents		Budget (‘000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Upgrade public transport							
Monitor the Merafong Integrated Public Transport Plan	Merafong					L	WRTSS: Improve transportation

Objective 4: Facilitate the development and upgrading of tourism information offices							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Facilitate the development of new tourism information offices at key points within the municipality							
Complete a feasibility study for the provision of tourism information offices in Merafong				200		H	GTDS: Raise awareness of experiences and destinations NTSS: Improve tourism awareness
Provide a major Tourism Information Office in the Carletonville Heritage Precinct Development	Merafong				200		
Provide a satellite Tourism Information Office in the Civic Centre at Fochville	Merafong						
Provide a satellite Tourism Information Office at the Petrol Filling Station on the intersection of the N12 and the R501	Merafong	N12 Treasure Route					

2.4 HUMAN RESOURCES DEVELOPMENT

Objective 1: Raise awareness of current and potential impact of tourism on Merafong							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Tourism awareness campaign							
Merafong to roll out a tourism awareness campaign in association with the TEP	Merafong	TEP		*		M	GTDS: Raise awareness of experiences and destinations NTSS: Improve tourism awareness
Merafong arrange for a series of articles for the local newspaper on the importance of tourism	Merafong						
Merafong to arrange for a talk show on the local community radio station	Merafong						
*TEP to fund this project							

Merafong to arrange for a poster campaign on tourism in public places in Merafong	Merafong						
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*TEP to fund this project

Project 2: Develop tourism awareness and skills development for school learners							
Lobby the West Rand District Municipality and Gauteng Education Department's Regional Office to include a tourism awareness module in the Grade 10 curriculum at high schools in the district	Merafong	TEP				M	GTDS: Raise awareness of experiences and destinations NTSS: Improve tourism awareness

Objective 2: To ensure that everyone working within the tourism sector in the municipality has the necessary skills to grow the sector

Actions	Implementation Agents		Budget ('000) and Phasing				
	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Facilitate access to tourism development information							
Merafong to arrange half-day seminars on various topics in association with the Merafong Tourism Forum	Merafong	TEP	*			M	NTSS: Improve skills GTDS: Support transformation WRTSS: Develop people

*TEP to fund this project

Project 2: Facilitate the skills of emerging tourism entrepreneurs in Merafong							
Merafong to arrange a tourism skills workshop where TEP can explain their programmes to emerging entrepreneurs	Merafong	TEP	*			M	NTSS: Improve skills GTDS: Support transformation WRTSS: Develop people

*TEP to fund this project

Project 3: Facilitate the training of tour operators and tour guides							
Merafong to identify the need for training of tour operators and tour guides in Merafong in association with the Merafong Tourism Forum	Merafong	TEP Merafong Tourism Forum				M	NTSS: Improve skills GTDS: Support transformation WRTSS: Develop people

Merafong to advise the TEP regarding training needs and arrange for training to be completed by TEP	Merafong	TEP					
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Objective 3: Develop a culture of service excellence in the tourism industry in Merafong							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Hold an annual awards evening for registered tourism products							
Merafong to support the West Rand Tourism annual awards evening for registered tourism products	Merafong	TEP Merafong Tourism Forum				L	NTSS: Create world-class visitor experience GTDS: Improve the quality of products

2.5 TOURISM ENABLING ENVIRONMENT

Objective 1: Ensure that the institutional capacity exists to further develop tourism in Merafong							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Establish a tourism forum for improving communications, cooperation and partnerships between key tourism stakeholders within Merafong							
Merafong to establish a Tourism Forum for tourism stakeholders in the municipal area to participate in tourism affairs	Merafong					H	NTSS: Include all stakeholders GTDS: Build appropriate institutions
Project 2: Ensure that tourism is a key component of the municipal planning process							
Ensure that the Tourism Development Strategy is included in the IDP as a sector plan	Merafong					H	Municipal Systems Act
Include the annual strategy for the next five years on an annual basis into the IDP	Merafong	Merafong Tourism Forum					
Include the relevant annual budget in terms of this strategy into the annual budget of the municipality	Merafong	Merafong Tourism Forum					

Objective 2: Facilitate, empower and encourage transformation in the tourism industry in Merafong		
	Implementation Agents	Budget ('000) and Phasing

Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Use the preferential procurement system to grow black business							
Procure tourism related business from BBBEE compliant companies	Merafong	Private sector				M	GTDS: Support transformation
Project 2: Ensure compliance with the national BBBEE scorecard							
Lobby private sector tourism companies to comply with the National Tourism Charter and BBBEE scorecard	Merafong	Private sector Merafong Tourism Forum				M	GTDS: Support transformation
Project 3: Provide an enabling environment for the development of emerging tourism entrepreneurs							
Merafong to develop capacity on institutions that can assist emerging tourism entrepreneurs by gathering information on assistance they can provide	Merafong					M	GTDS: Support transformation

Objective 3: Provide ongoing, reliable and relevant research/information on tourism in Merafong							
Implementation Agents			Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Monitor tourism sector trends in Merafong							
Negotiate with tourism product owners to complete a questionnaire annually, analyse the questionnaire, and complete a report	Merafong					M	GTDS: Increase tourism research
Share the information with all participating tourism products	Merafong						
Amend the tourism marketing strategy accordingly	Merafong						
Project 2: Encourage the registering of tourism products							
The Tourism Officer to obtain a list of all tourism products registered in terms of the Gauteng Tourism Act	Merafong					M	GTDS: Increase tourism research
The tourism officer to write to all non -registered tourism products and request them to register	Merafong						
Make registration a requirement to enter the Annual Tourism Awards evening	Merafong						
Make registration a requirement for a tourism product to be entered into municipal marketing collateral	Merafong						

Objective 4: Ensure safety and security for visitors to Merafong							
Implementation Agents			Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy

Project 1: Provide safety and security tips in all tourism marketing collateral of Merafong							
Liase with SAPS to obtain a list of safety tips for visitors	Merafong					M	WRTSS: Ensure security and safety
Include this list in all tourism marketing collateral of Merafong							
Project 2: Ensure engagement of all tourism product owners in Community Policing Forums in Merafong							
Request all tourism product owners via the tourism newsletter to attend meetings of the Community Policing Forum in their area	Merafong	Merafong Tourism Forum				M	WRTSS: Ensure security and safety

2.6 TOURISM SIGNAGE

Objective 1: Ensure that tourists have knowledge of current locations through appropriate signage							
	Implementation Agents		Budget (‘000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Facilitate the implementation of location signs							
Complete an audit of location signs	Merafong	Merafong Tourism Forum	See tourism infrastructure				
Erect location signs and replace old signs	Merafong		See tourism infrastructure				
Project 2: Faciitate welcome signs in Merafong							
Complete an audit of welcome signs	Merafong	Merafong Tourism Forum	See tourism infrastructure				
Erect new welcome signs and upgrade old welcome signs	Merafong		See tourism infrastructure				

Objective 2: Ensure that routes have appropriate signage							
Actions	Implementation Agents		Budget ('000) and Phasing				
	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Create themes for tourism routes							
Identify the key attractions on routes	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Identify key tourism products along the routes	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Select an icon which identifies the routes	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Develop and facilitate the implementation of signs and route attractions	Merafong		See objective 5 Project 1				

Objective 3: Ensure tourists are effectively guided to their desired destination through appropriate signage							
Actions	Implementation Agents		Budget ('000) and Phasing				
	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Co-ordinate the implementation of directional signs							
Evaluate current directional signs and their location	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Identify key points for implementing directional signs	Merafong	Merafong Tourism Forum	See objective 5 Project 1				

Facilitate the implementation of directional signs	Merafong	Merafong Tourism Forum	See objective 5 Project 1
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Objective 4: Ensure tourism signs in Merafong showcase all tourism products available							
	Implementation Agents		Budget (‘000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Facilitate the implementation of tourism signs to highlight tourism products							
Identify all tourism products	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Evaluate current signs	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Identify the need for relevant signage	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Implement signage	Merafong		See objective 5 Project 1				
Project 2: Co-ordinate the improvement and maintenance of signage in Merafong							
Conduct an audit of tourism signage	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Identify signage in need of maintenance	Merafong	Merafong Tourism Forum	See objective 5 Project 1				
Maintain all signage in need of maintenance	Merafong	Merafong Tourism Forum	See objective 5 Project 1				

Objective 5: Ensure standardization and control of signs implemented across Merafong							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Develop a signage policy and signage by-laws for Merafong							
Develop a signage policy and strategy for Merafong	Merafong	Merafong Tourism Forum	200			H	GTDS: Raise awareness of experiences and destinations
Develop signage by-laws for Merafong	Merafong	Merafong Tourism Forum	50				

2.7 TOURISM BRANDING

Objective 4: Create a visual brand for Merafong Tourism							
	Implementation Agents		Budget ('000) and Phasing				
Actions	Responsible Agent	Partners	2015-2016	2016-2017	2017-2018	Priority	Linkage to Strategy
Project 1: Roll out the new visual brand for Merafong							
Re-brand all collateral with the new branding	Merafong	Merafong Tourism Forum				H	GTDS: Raise awareness of experiences and destinations
Get internal and external buy-in for the new branding	Merafong	Merafong Tourism Forum					
Launch the new tourism visual brand for Merafong	Merafong	Merafong Tourism Forum					
Implement the marketing plan	Merafong		See tourism marketing				

SECTION E3: BUDGET AND FUNDING OF THE TOURISM DEVELOPMENT STRATEGY

Tourism Development Strategy Budget

The implementation plan highlights the specific actions that make up the Tourism Development Strategy, and the expected costs of these actions. It is again noted that these expected costs are an estimation of what the actions will cost to implement and are therefore indicative rather than precise.

The table below shows the summary of the budget for the implementation of the Tourism Development Strategy.

	2015/2016	2016/2017	2017/2018	Responsible Department	Priority
Product Development					
New display for Rock Library	200 000			Community Services LIS	H
Heritage Feasibility study: Blyvooruitzicht mine		200 000		LED	H
Heritage feasibility study: Lepalong caves	200 000			LED	H
Heritage feasibility study: Paleo sink hole		200 000		LED	H
Conservation study: CBD Carletonville			200 000	LED	M
Heritage Study: Merafong	200 000			LED	H
Development of heritage route		200 000	200 000	LED	H
Marketing Strategy					
Development of Tourism Information Centres		200 000	200 000	LED	H
Marketing Collateral	100 000	150 000	200 000	LED	H
Signage Strategy					
Signage Policy and Strategy	200 000			Spatial Planning	H
Signage By-law	50 000			Spatial Planning	H
Total	950 000	950 000	800 000		

Funding of the Tourism Development Strategy

It is expected that the majority of the funding for the implementation of the plan should be from the municipality. The marketing and publicity of tourism within the municipality is a function of the municipality as stated above.

The required funding must be seen in relation to the importance of the tourism sector to the municipal economy. The impact of the tourism sector on a locality is difficult to quantify due to the fact that the sector usually cross-cuts other economic sectors. As such, its impact is not measured as commerce, industry, services, etc usually are, through input output models to measure the multiplier effect.

However, using the estimated visitor numbers as discussed previously, economic impact can be broadly assessed. SA Tourism research (2012) shows that international tourism spend is approximately R1130 per day and domestic spend approximately R850 per day. Merafong receives approximately 82 472 visitors per annum of which approximately 10% are foreign visitors and 90% are domestic visitors. Therefore it is estimated that the spend of tourists within the municipality is approximately R72 410 360.

This is a significant injection into the local economy. It is important to note that this does not take into account the multiplier effect through the economy, but is limited to direct spend.

SECTION F: MONITORING AND EVALUATION

With any plan or strategic intervention, it is necessary for the implementing agency to regularly access the extent to which the plan or intervention has been implemented. Monitoring and evaluating the planned activities and the status of implementation of these activities, is in many ways as important as the development of the plan itself. This section of the report therefore comprises the Monitoring and Evaluation framework for the implementation of the Tourism Development Strategy. The specific strategic interventions and actions that make up the implementation plan form the basis of the Monitoring and Evaluation framework. As such, it provides performance indicators and/or targets for each programme/project in the implementation plan.

1. Priority Area: Product Development			
Objectives	Deliverables	Indicator	Target (2017/2018)
The development of iconic products	The Merafong Heritage Precinct Development	A Public/Private Partnership to develop the Merafong Heritage Precinct Development	A precinct development
Promote adventure, nature based and sports tourism	The growth and development of the Kraalkop Game Reserve	The increase in the number of visitors to Kraalkop Game Reserve	10% increase in visitors
	The growth and development of the Abe Bailey Nature Reserve	The increase in the number of visitors to the Abe Bailey Nature Reserve	10% increase in visitors
	A feasibility study for a Big 5 Nature Reserve on land owned by the FWRDWA	Funding for the study	A completed feasibility study
	The growth and development of the Losberg area as a nature-based adventure destination	The increase in the number of visitors to the Losberg area: Waenhuis and Losberg Lodge	10% increase in visitors
	The growth and development of the Johannesburg Sky Diving Club	The increase in the number of visitors to the Johannesburg Sky Diving Club	10% increase in visitors
	The growth and development of Living Roses as a tourism product	The increase in the number of visitors to Living Roses	10% increase in visitors
Promote the development of Culture, Heritage and History in Merafong	Facilitate a new display for the Rock Library	Development of a new display	A new display
	Promote the development of Blyvooruitzicht mining village as a historic mining village	The Blyvoor mining village declared a heritage site	The Blyvoor mining village developed as a historic village
	Facilitate the development of a deep level mining museum	Development of a deep level mining museum	A deep level mining museum
	Develop the Lepalong Caves as a major tourism attraction	Lepalong Caves declared a heritage site	Lepalong Caves developed as a major tourism attraction
	Develop the Paleo Sink hole as a major tourism attraction	The Paleo Sinkhole declared as a heritage site	The Paleo Sinkhole developed as a major tourism attraction
	Develop the caves in the Merafong area	A study indicating the caves with commercial potential in Merafong	The caves with commercial potential having been developed into major tourism attractions
	Promote the conservation of the architectural heritage of the Carletonville CBD	Buildings and streetscapes in the Carletonville CBD declared as heritage sites	The development of a walking tour of the Carletonville CBD
Facilitate the development of tourism routes and tours	Assist with the development of the N12 Treasure Route through Merafong	The increase in the number of visitors to products along the N12 Treasure Route	10% increase in the number of visitors
	Develop a heritage route in Merafong	Development of the route	A heritage route including signage and a map
	Develop a township tour in Khutsong	Development of the route	A township tour inclusive of a route with signage and a map

Develop MICE and events tourism	Develop and promote annual events	An increase in the number of events in Merafong An increase in the number of visitors to existing events	2 more events 10% increase in the number of visitors to events
	Develop and promote sports tourism	An increase in the number of sports events in Merafong An increase in the number of visitors to existing sport events	2 more events 10% increase in the number of visitors to sport events
2. Priority Area: Tourism Marketing			
Ensure ready access of tourism information to visitors	Develop an events calendar for Merafong	Development of an events calendar	An events calendar on the tourism website updated on a monthly basis
	Develop marketing collateral	Development of marketing collateral	A new tourism brochure, a tourism map, posters and Z fold brochures for special interest attractions, a tourism newsletter and a DVD
	Update the Merafong tourism website	Development of the tourism website	An updated tourism website
Facilitate remote access to tourism information	Maintain the tourism product database	Updating of the tourism product database	An updated tourism product database
Use the media to promote tourism in Merafong	An integrated marketing and communications plan	The development of an integrated marketing and communications plan	An integrated communications and marketing plan
	Develop a periodic tourism newsletter	The development of a periodic newsletter	A monthly newsletter sent to all tourism product owners
Promote the coordinated use of the Merafong tourism branding and logo	Develop a new brand and logo	The development of a new brand and logo	Branding appear on all municipal collateral Branding appear on 50% of collateral of private tourism products
3. Priority Area: Infrastructure Development			
Ensure the provision of infrastructure to facilitate growth of the tourism industry	Improve road access	Implementation of the Merafong Integrated Transport Plan	Transport plan implemented
Ensure that the towns within the Municipality are attractive and welcoming to visitors	Beautify the towns	Upgrading and developing welcoming signs to each town Maintaining sidewalks and medians	An upgraded or new welcoming sign to each town Sidewalks and medians on main access roads maintained
	Ensure that towns are clean	Implementation of the Merafong Integrated Waste Management Plan	Integrated Waste Management Plan implemented
Upgrade transport infrastructure	Upgrade transport infrastructure	Implementation of Merafong Integrated Public Transport Plan	Integrated Public Transport Plan implemented
Facilitate the development and upgrading of Tourism Information Offices	Facilitate the development of Tourism Information Offices	Implementation of Tourism Information Offices	Three Tourism Information Offices: in Carletonville, Fochville and the intersection of the N12/R501
4. Priority Area: Human Resource Development			
Raise awareness of current and potential impact of tourism in Merafong	Tourism awareness campaigns	Implementation of an awareness campaign	One awareness campaign 10 articles published in the local newspaper 1 radio talk show on local community radio A poster campaign in public places in Merafong
Ensure that everyone working within the tourism sector has the necessary skills to grow the sector	Facilitate access to tourism development information	Arrange half day seminars in Merafong	2 half day seminars

	Facilitate the skills of emerging tourism entrepreneurs	Arrange a skills workshop for emerging tourism entrepreneurs	1 tourism skills workshop for emerging tourism entrepreneurs
Develop a culture of service excellence in the tourism industry in Merafong	Support the West Rand Annual Tourism Awards Evening	Support for the West Rand Annual Tourism Awards	10% increase in participation of Merafong tourism product owners
5. Priority Area: Tourism Enabling Environment			
Ensure that the institutional capacity exist to further develop tourism in Merafong	Establish a Tourism Forum	A signed Constitution of the Merafong Tourism Forum	A monthly meeting of the Tourism Forum
	Ensure that tourism is a key component in the municipal planning process	Approval of Council	The inclusion of the Tourism Development Strategy as a sector plan in the Merafong IDP
Facilitate, empower and encourage transformation of the tourism industry in Merafong	Use the preferential procurement system to grow black business	Number of tourism related tender approved for compliant BBBEE tourism companies	Only compliant BBBEE tourism companies appointed for services by Merafong
	Ensure compliance with the national BBBEE scorecard	Number of tourism product owners in Merafong complying with national BBBEE scorecard	50% of tourism products comply with BBBEE national scorecard
	Provide an enabling environment for the development of emerging tourism entrepreneurs	Number of emerging entrepreneurs obtaining assistance	Merafong tourism have the capacity to advise emerging entrepreneurs of where to get assistance and advise 10 emerging entrepreneurs per annum
Provide ongoing, reliable and relevant research /information on tourism in Merafong	Accurate information on tourism statistics in Merafong on an ongoing basis	An annual report on research findings	The report shared with tourism product owners The marketing strategy amended accordingly
	Encourage the registration of tourism products	The number of tourism product owners having registered in terms of the Gauteng Tourism Act	An increase of 10 Tourism Product Owners
Ensure the safety and security of visitors to Merafong	Provide safety and security tips in all marketing collateral	The number of marketing collateral where safety tips are provided	Safety tips in all marketing collateral
	Ensure engagement of all tourism product owners in Community Policing Forums	The number of tourism product owners engaged in Community Policing Forums	An increase of 10 tourism product owners attending Community Policing Forum Meetings

ANNEXURE 1

A BACKGROUND TO THE TOURISM INDUSTRY

(a) WHAT IS TOURISM?

The World Tourism Organization tourism defines tourists as people who travel to stay in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited

(b) WHY DO PEOPLE VISIT OTHER PLACES?

According to the WTO, the reason for visits are categorised as follows:

- Holidays, leisure, recreation
- Visits to second home/time share
- Visits to friends and relatives
- Business and professional
- Education and training
- Health treatment
- Religion/pilgrimage
- Shopping
- Transit
- Other

(c) WHAT DOES THE TOURISM INDUSTRY CONSIST OF?

The tourism industry consists of:

(i) The Direct Tourism Economy

Direct things that a tourist come into contact with, such as accommodation, nature reserves, etc.

(ii) The Indirect Tourism Economy

Things that support the tourism Economy such as agriculture, financial services, etc.

(iii) An enabling environment such as tourism policy, laws, regulations, standards, etc.

(iv) Primary infrastructure such as airports, roads etc.

(v) Secondary infrastructure such as water, sanitation, etc.

(d) How does it work?

A functioning tourism system consists of an inter-related system of supply and demand, where:

Demand represents the people that travel and, more specifically, the need and motivation that drives people to take the decision to travel.

Supply represents the availability of:

- Attractions that people would want or need to visit
- The availability of transportation
- The availability of services to assist them

The demand and supply is linked by the supply of information on products and services and the marketing and promotion of tourism to countries, regions, towns and provinces.

Merafong Local Municipality is situated within the south western part of Gauteng Province. The area is rich in natural, cultural and historical assets

ANNEXURE 2

TOURISM PRODUCT SURVEY FORM

MERAFONG CITY MUNICIPALITY TOURISM PRODUCT SURVEY

This survey will be used to complete the Merafong City Municipality Tourism Strategy. All information regarding this survey will be used for research purposes only and shall not be disclosed to anyone.

Date:

Name of interviewer:

Section A: General information about your business

1. About You

1.1. Name:

1.2. Your contact details

Telephone number:

Cell phone number:

E-mail address:

Website address:

1.3. Name of your product?

1.4. What is your physical street address?

Suburb name:

Town:

1.5. What are the GPS co-ordinates of your product? (Google Earth)

Latitude(S)	Longitude (E)

1.6. Your status:

• Owner	
• Partner	
• Manager	
• Other (please specify)	

2. About Your Business

2.1. Please classify your tourism business.

• Attraction	
• Accommodation	

2.2. Is your business registered as a:

• Sole proprietorship	
• Closed corporation	
• Partnership	
• Pty/Ltd	

2.3. How many years has this business been in existence?

2.4. How many people do you employ on a part time and/or full time basis?

Part-time Full- time

2.5. Is the business fully or partially owned by a previously disadvantaged person (PDI)?

Fully owned Partially owned

Partially owned by %

2.6 Please tick the box which corresponds with your equity status:

Ownership Share	%
• Female	
• Black	
• Disabled	

Section B: Specific information about your business

Please complete only the section that relates to your specific business. The businesses profiled in this section include:

A.	Accommodation
B.	Attraction

A) Accommodation businesses

1. Your business

1.1. How would you best describe your product?

• Hotel	
• Guest House	
• B & B	
• Self-catering	
• Game Lodge	
• Farm Style	
• Backpackers	
• Camping & Caravan Park	
• Other (please specify)	

1.2. How many rooms do you have?

.....

1.3. How many beds do you have?

.....

1.4. What is your average bed occupancy rate per year?

.....

1.5. Please specify the months which make up your peak and low seasons.

Peak season:

Low season:

1.6. What is your average bed occupancy per season?

Peak season:

Low season:

1.7. What are your average room rates?

• Per room	
• Per room per person sharing	

1.8. Are you graded?

Yes ☐ No ☐

If so, please specify the name of the registration authority/authorities and the grade/s which you have been allocated.

.....
.....

2. Your guests

2.1. Please classify your guests.

Guests	Percentage %
• Company representatives	
• Government representatives	
• Families	
• Couples	
• Youth	
• Middle aged	
• Golden oldies	

Comments:

2.2. Where do your guests come from?

Province	Percentage %

Comments:

2.3. What are the reasons for your guests' visits?

Reason	Percentage %
• Holiday	
• Business	
• Other (please specify)	

If event or sporting event, please specify the event:

Comments:

2.4. What activities do your guests participate in during their stay?

Activities	Percentage %

2.5. What is the average length of stay of your guests?

Length of Stay	Percentage %
• One night	
• Two nights	
• Three nights	
• Four nights	
• Five nights	
• Six nights	
• Seven nights	
• More than one week	
• Two weeks or more	

Comments:

2.6. What means of transport do your guests employ to reach Merafong City and your establishment?

Arrival Method	Percentage %
• Aeroplane	
• Own car	
• Hired car	
Local Transport	Percentage %
• Own car	
• Hired car	

Comments:

3. Your Marketing

3.1. What marketing tools do you use?

Marketing Method	Usage %	Revenue spend %
• Signboards for passing traffic		
• Word of mouth		
• Brochure		
• Advertisements in magazines (please specify)		
• Trade Shows (such as the Tourism Indaba or Getaway Show)		
• Internet		
• Other (please specify)		

Comments:

.....

B) Attractions

1. Your business

1.1. How best would you describe your product?

.....

1.2. What is your entrance fee per person?

Adult

Child

Per group

Special rates, please specify

.....

2. Your guests

2.1. How many people visit the attraction per year?

.....

2.2. How many people visit the attraction during the following seasons?

Peak season

Low season

2.3. Where are your guests from?

Origin	%
Local	
Domestic	

3. Your marketing

3.1. What marketing tools do you use?

Marketing Method	Usage %	Revenue spend %
• Signboards for passing traffic		
• Word of mouth		
• Brochure		
• Advertisements in magazines (please specify)		
• Trade Shows (such as the Tourism Indaba or Getaway Show)		
• Internet		
• Other (please specify)		

Comments:

• Signboards for passing traffic		
• Word of mouth		
• Brochure		
• Advertisements in magazines (please specify)		
• Trade Shows (such as the Tourism Indaba or Getaway Show)		
• Internet		
• Other (please specify)		

Section C: About Tourism in Merafong City

1. List what you regard as the major tourism attractions in Merafong City

.....

.....

.....

2. Which attractions do you think should be developed further?

.....

.....

.....

3. What could be done to increase tourism in Merafong City?

.....

.....

.....

4. What can MCM do to create a conducive environment for businesses?"

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.....

5. Other comments?

.....

.....

.....

Thank you for taking the time to complete this questionnaire.
We appreciate your co-operation.

Annexure 3

Work Cited List

Acts

1. The Constitution of South Africa
2. Municipal Structures Act, 117 of 1998
3. Municipal Demarcation Act, 27 of 1998
4. Municipal Systems Act, 32 of 2000
5. Municipal Finance Management Act, 56 of 2003
6. Disaster Management Act, 57 of 2002
7. National Tourism Act, 72 of 1993
8. Gauteng Tourism Act, 10 of 2001
9. National Heritage Resources Act 25 of 1999
10. National Environmental Management Act, 107 of 1999
11. World Heritage Conservation Act, 49 of 1999
12. Protected Areas Act, 57 of 2003
13. Biodiversity Act, 10 of 2004
14. National Sports and Recreation Act, 110 of 1998
15. Cultural Institutions Act, 119 of 1998

Policy

1. White Paper on the Development and Promotion of Tourism
2. Responsible Tourism
3. Millenium Development Goals
4. Department of Local Governance 5 year plan
5. ANC Manifesto
6. National Development Plan

General

1. Threats and opportunities for post closure development in dolomitic gold mining areas on the West Rand: Frank Winde and E Stoch, 2010
2. Peatlands and Filters for Polluted Mine Waters: Frank Winde and E Erasmus, 2011

Strategies

1. National Tourism Sector Strategy
2. Domestic Tourism Survey 2011
3. SA Tourism Planning Toolkit for Local Municipalities
4. Review of the tourism industry in South Africa and Gauteng, 2012
5. Gauteng Employment Growth and Development Strategy
6. Gauteng Development Strategy
7. Gauteng Tourism Development Strategy, 2012
8. Gauteng Spatial Development Framework, 2012
9. West Rand District Municipality Bioregional Plan, 2012
10. West Rand District Municipality Tourism Sector Strategy, 2012
11. West Rand District Municipality Spatial Development Framework, 2010
12. West Rand District Municipality Regional Growth and Development Strategy, 2012
13. Merafong City Growth and Development, Strategy, 2010
14. Merafong Regional Spatial Development Framework, 2012
15. Merafong Integrated Waste Management Plan, 2010
16. Merafong Water Services Development Plan, 2011
17. Merafong State of Environment Report, 2011
18. Merafong Integrated Transport Plan, 2013

Statistics

1. Stats SA Tourism Statistics, 2012

Annexure 4

Name	Type	Physical Address	Town	Contact Person	web site	email address	Telephone No.	Fax	Mobile No.	GPS Coordinates	No. of Rooms	No. of Beds	Grading	Capacity
ACCOMMODATION	Guest House	No 75 Denise Theron Street	Feshville	Esmerie	DOUBLES@web.co.za	DOUBLES@web.co.za	187 713 356		721879335	26 30 14 27 29 30	4	7		
	Guest House	Villa Avenirtoes	Feshville		www.bonhavia.co.za	www.bonhavia.co.za	187 712 616	187 712 616	729588330	26 29 08 27 29 42	9	18	4	
	Guest House	Tree Fern Village Guest House	Feshville	Jezey Spanner	www.jezey.com	www.jezey.com	187 713 998	187 714 921	83286495	26 29 01 27 29 39	9	19	5	
	Guest House	46 2nd Street	Feshville	Amenda Hem	www.eshonwagel.co.za	www.eshonwagel.co.za	187 712 220	187 712 220	833808145	26 29 50 27 29 18	6	8	3	
	Guest House	66 Orange Street, Oberholzer	Griffithville	Laurina Cetrzee	www.ashuamun.co.za	www.ashuamun.co.za	187 863 370	187 863 370	832296124	26 20 56 27 30 08	6	10		
	Guest House	29 Adams Street	Griffithville	Elize Smith	www.ashuamun.co.za	www.ashuamun.co.za	187 862 840	187 862 840	763429541	26 20 47 27 30 08	5	10		
	Guest House	31 Saniel Street	Griffithville	Merette	www.ashuamun.co.za	www.ashuamun.co.za	187 863 204		828756816	26 21 22 27 22 43	6	11	3	
	Guest House	74 Station Street	Griffithville	Edric	www.ashuamun.co.za	www.ashuamun.co.za	187 874 714		828292339		3	7		
	Bed and Breakfast	20 Stemburg Street	Griffithville	Leah	www.ashuamun.co.za	www.ashuamun.co.za	187 861 344	187 833 351	833100059	26 21 29 27 22 18	5	5	3	
	Guest House	41 Sney Street	Griffithville	Gerda Smith	www.ashuamun.co.za	www.ashuamun.co.za	187 874 282	866322142	829349700	26 27 18 27 24 05	8	16	4	
	Guest House	41 Sney Street	Griffithville	Merlene	www.ashuamun.co.za	www.ashuamun.co.za	187 873 781	187 874 501	721725246	26 20 56 27 22 32	4		8	
	Self Catering	5 Douglas Street	Griffithville	Cheryl	www.ashuamun.co.za	www.ashuamun.co.za	187 872 694		826119392	26 21 06 27 22 50	10	16	4	
	Self Catering	7 Douglas Street	Griffithville	Cheryl	www.ashuamun.co.za	www.ashuamun.co.za	187 872 694		826119392	26 21 06 27 22 50	1	7	4	
	Guest House	56 Julius Street	Griffithville	Maria	www.ashuamun.co.za	www.ashuamun.co.za	187 872 625	187 872 625	834063229	26 22 05 27 30 21	4	6		
	Guest House	131 Keelin Street	Griffithville	Rhoda Anasanda	www.ashuamun.co.za	www.ashuamun.co.za	187 861 409	187 861 409	833788687	26 21 00 27 23 28	4	4	3	
ADVENTURE CENTER	Guest House	9 Pefuri Street	Griffithville	Sisiphi	www.ashuamun.co.za	www.ashuamun.co.za	187 861 744		782930522	26 21 40 27 23 40	5	10	4	
	Guest House	9 Pefuri Street	Griffithville	Neille	www.ashuamun.co.za	www.ashuamun.co.za	187 882 932	187 875 816	828041300	26 22 16 27 22 47	1	2		
	Guest House	7 Bonnam Street	Griffithville	Neille	www.ashuamun.co.za	www.ashuamun.co.za	187 883 793		824468271	26 22 16 27 22 47	6	12	4	
	Guest House	109 Keelin Street	Griffithville	Francis/Monty	www.ashuamun.co.za	www.ashuamun.co.za	187 882 990		728605408	26 21 36 27 24 01	4	5	2	
	Self Catering	101 Keelin Street	Near Griffithville	Tony	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087		792465425	26 16 52 27 23 44	10	20		
	Guest House	Red Cap Ranch Lodge	Near Feshville	Green	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087		846988894	26 30 30 27 30 19	20	40	4	
	Guest House	Perth 16, Farm Fesh on R500 to Perys	Near Feshville	John Eysers	www.ashuamun.co.za	www.ashuamun.co.za	182 851 054	866292025	825664447	26 33 28 27 31 07	18	30		
	Guest House	101 Keelin Street	Near Feshville	Green	www.ashuamun.co.za	www.ashuamun.co.za	182 851 054	866292025	836611638	26 34 32 27 30 49	24	70		
	Guest House	121 Keelin Street	Near Feshville	Green	www.ashuamun.co.za	www.ashuamun.co.za	182 851 054	866292025	836611638	26 34 32 27 30 49	24	70		
	Guest House	Plot 13 Farm 102 Goudkops	Near Griffithville	Rhoda Anasanda	www.ashuamun.co.za	www.ashuamun.co.za	187 719 913	187 719 916	823788687	26 48 57 27 53 79	57	57	3	
	Guest House	51 Keelin Street	Griffithville	Susan Merdel	www.ashuamun.co.za	www.ashuamun.co.za	187 875 821		828525857		3	5		
	Guest House	50 Julius Street	Griffithville	Willen de Lange	www.ashuamun.co.za	www.ashuamun.co.za	187 872 256		837618539		20	84		
	Self Catering	70m north of Griffithville on Wetherford Road	Near Griffithville	Willen de Lange	www.ashuamun.co.za	www.ashuamun.co.za	187 872 256		833308523	26 26 07 27 30 21	20			
	Hotel	51m north of Griffithville on N12 to	Near Griffithville	Danile Pienaar	www.ashuamun.co.za	www.ashuamun.co.za	187 712 127		824468147	26 27 07 27 26 14				
	Hunting Lodge	N12 to Peshkies	Near Griffithville	Chris Smith	www.ashuamun.co.za	www.ashuamun.co.za	187 002 579	187 002 526	765883625	26 25 07 27 26 35	51	62		
	Self Catering	R500 between Griffithville and Feshville	Near Griffithville	Chris Smith	www.ashuamun.co.za	www.ashuamun.co.za	187 002 579	187 002 526	765883625	26 25 07 27 26 35				
CAMPING	Camping	101 Keelin Street	Near Feshville	Dr. Jozse Barnard	www.ashuamun.co.za	www.ashuamun.co.za	187 716 567		823029807	26 28 46 27 25 25	4	90		
	Camping and Camping	101 Keelin Street	Near Feshville	John	www.ashuamun.co.za	www.ashuamun.co.za	187 716 567		823029807	26 28 46 27 25 25				
ADVENTURE CENTER	Camping	101 Keelin Street	Near Feshville	Beet Smith	www.ashuamun.co.za	www.ashuamun.co.za	187 716 030	187 716 216	825663432	26 29 14 27 26 57	8	264		
	Camping	41 Sney Street	Griffithville	Merlene	www.ashuamun.co.za	www.ashuamun.co.za	187 716 030		825663432	26 29 14 27 26 57				
	Conference facility	On the n12 Peshkies/318 Road	Feshville	Merette J. von Reuberg	www.ashuamun.co.za	www.ashuamun.co.za	187 716 030		825663432	26 29 14 27 26 57				
	Conference facility	Merlene's Guesthouse	Griffithville	Merette J. von Reuberg	www.ashuamun.co.za	www.ashuamun.co.za	187 716 030		825663432	26 29 14 27 26 57				
	Conference facility	Lagaym Adventure Centre	Near Feshville	Green	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Redcap Ranch	Near Feshville	Eddie	www.ashuamun.co.za	www.ashuamun.co.za	187 874 714		825092339					
	Conference facility	Griffithville Guest House	Near Feshville	John	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	101 Keelin Street	Near Feshville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Kraalloop Guest Lodge	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Griffithville Guest House	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Griffithville Guest House	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Griffithville Guest House	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Griffithville Guest House	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Griffithville Guest House	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Conference facility	Griffithville Guest House	Near Griffithville	Ursula Graber	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
FRANCHISE/TAKE-AWAYS	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Restaurant	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
SHOPPING CENTERS	Shopping Center	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Shopping Center	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Shopping Center	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Shopping Center	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
ATTRACTIVE SITES	Attraction	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Attraction	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Attraction	Griffithville	Griffithville	Betty	www.ashuamun.co.za	www.ashuamun.co.za	187 863 087	187 863 089	825092339	26 16 52 27 23 44				
	Attraction</													

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Annexure 5

The CONSTITUTION OF MERAFONG TOURISM FORUM

1. THE CONSTITUTION PREAMBLE

We, the representatives of tourism stakeholders in Merafong, are:
motivated by the need to commercially develop tourism on a sustainable basis in the Municipality for the benefit of all our people;
mindful of the role of tourism in promoting the social and economic development of communities in the Municipality;
conscious of the requirements for the responsible conservation and judicious utilisation of the Municipality's and cultural resources;
convinced of the urgency to take appropriate measures to transform the sector and implement the Tourism BEE Charter.

2. NAME AND PLACE OF BUSINESS

The name of the organisation shall be the Merafong Tourism Forum.
Merafong Tourism Forum shall be a permanent body operating in the Merafong City Local Municipality area.

3. VISION AND MISSION STATEMENT

The vision and mission of Merafong Tourism Forum shall be the sustainable development of tourism through effective marketing of the Municipality.

Merafong Tourism Forum shall commit itself to achieve its objectives and exert its powers and duties as defined in clause 4 of this Constitution through applying acceptable corporate and public principles promoting consumer driven tourism.

4. POWERS AND DUTIES OF MERAFONG TOURISM FORUM

The primary duty of Merafong Tourism Forum shall be to facilitate, encourage and assist in the development of responsible tourism throughout the Municipality taking due consideration of the overall development (economic and social) of the people, the Municipality and the Municipality's natural and cultural resources.

To this end the Merafong Tourism Forum shall:

- in furtherance of tourism in the district, promote publicity of tourism in any acceptable form;
- promote the development of the tourism sector in the Municipality;
- promote progressive transformation and the participation of SMMEs in the tourism sector in the Municipality
- provide advisory and information services;
- promote and undertake research related to tourism;
- take such steps as it is required necessary for the encouragement of the development, achievement and maintenance of satisfactory and acceptable standards in tourism establishments and facilities within the Municipality;
- encourage the adoption of measures for providing training and instruction for persons employed or intending to take up employment in the tourism industry.

5. ORGANISATION AND STRUCTURES

The principle organs of the Merafong Tourism Forum shall be the Management Board and the Secretariat as well as any Committee established by the Management Board, in terms of the provisions of this Constitution.

5.1 MANAGEMENT BOARD

The Merafong Tourism Forum Management Board shall be in office for a period of two (consecutive) years and may be elected for another term.

The Management Board shall comprise of elected and non-elected members and consist of the following:

Merafong Municipality
West Rand Tourism
Treasure Route
Merafong Tourism Association
Representative of accommodation establishments
Kraalkop
Abe Bailey
Johannesburg Sky Diving Club
Living Roses
The Mines
FWRDA

5.2 FUNCTIONS OF THE MANAGEMENT BOARD

- Update tourism stakeholder database
- Inputs into marketing
- Information on tourism products
- Information on tours of tourism products

- Assist with research
- Update the events calendar for Merafong
- Safety and security issues
- Assist with a quarterly tourism newsletter
- Use of Merafong tourism branding
- Identify infrastructure needs
- Regular information seminars for tourism product owners
- Promote the tourism awards evening
- Encourage registration

5.3 The SECRETARIAT

The primary function of the Secretariat in the Management Board shall be to advise the Management Board or any of its structures on legislative, administrative, tourism regulatory and tourism development in the local, district, province and national sphere of government (e.g. Tourism BEE, etc.) as well as to arrange a quarterly meeting of the management board.

The Secretariat shall consist of the Tourism Officer of the Merafong Local Municipality and its staff.

6. BI-ANNUAL GENERAL CONFERENCE (BGC)

A Bi-Annual General Conferences (BGCs) of the Merafong Tourism Forum shall be held at such time and place as may be determined by the previous BGC.

Bi-Annual General Conferences shall be convened by the Management Board by way of written notice detailing time, date and venue and circulated to all members eligible to attend.

Notification shall be circulated to members not later than thirty (30) days prior to the date of the meeting.

Notification of meetings together with the agenda and other documentation shall be circulated ten (10) days prior to the date of the BGC meeting. Members shall be required to notify their attendance or that of any mandated nominee and to submit proxy forms or items for any other business to the Board Secretary in writing not later than fourteen days (14) prior to the date of the BGC.

The presiding officer of the BGC shall be the Chairperson of the Merafong Tourism or in his/her absence, the Deputy Chairperson of the Board or nominated Board member.

The BGC shall elect office bearers and other ad hoc committee members for the following year, and consider and respond to agenda items.

7. LANGUAGES AND DOCUMENTATION

The official language of Merafong Tourism Forum shall be English and, all documentation shall be produced and circulated in English.

8. OBSERVERS

Any organisation that is not a member of Merafong Tourism Forum may be invited, or apply to attend, and granted an observer status to any meeting or that of its organs, provided that the intention to attend shall be notified to the Secretariat in good time and it shall be satisfied that the organisation has a legitimate reason to be present at the meeting.

Observers shall not be entitled to vote at any meetings. The Secretariat shall circulate at every meeting a complete list of organisations that have been granted observer status and shall give reasons for their attendance.

9. DECLARATION OF INTEREST

Any member of the Management Board who has a commercial or any other vested interest in any matter being considered by the Board shall declare such interest and shall be required to recuse him or herself from the meeting or to suspend his vote on the particular matter in which he has an interest.

10. DISSOLUTION

If the Management Board decides that it is necessary or advisable to dissolve Merafong Tourism Forum it shall call a special meeting of all members, giving at least 21 days written notice stating the terms of the resolution to be proposed. Any decisions taken on this resolution will require not less than a two-thirds majority of the members present and voting.

11. ALTERATION TO THE CONSTITUTION

The Merafong Tourism Forum may alter the Constitution by a resolution passed by, not less than, two-thirds of its voting members present. The notice of the meeting must include notice of the resolution setting out the terms of the alteration(s) proposed.

12. INTERPRETATION

The custody of the interpretation of this Constitution will remain with the Management Board of the Merafong Tourism Forum.

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