



Vaal River City, the Cradle of Human Rights

EMFULENI TOURISM DEVELOPMENT STRATEGY

Emfuleni Tourism Development Strategy (Revised)

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Abbreviations and Acronyms

ELM	Emfuleni Local Municipality
SDM	Sedibeng District Municipality
SMME	Small Medium Micro Enterprises
SAPS	South African Police Service
NTSS	National Tourism Sector Strategy
IDP	Integrated Development Plan
GTSS	Gauteng Tourism Sector Strategy
GDP	Gross Domestic Product
NDT	National Department of Tourism
GDED	Gauteng Department of Economic Development
GTA	Gauteng Tourism Authority
FIFA	Federation International Football Association

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1. Strategic plan

1.1. Purpose

The Strategic plan reflects the challenges facing the Emfuleni Local Municipality ELM in its endeavour to develop tourism, and provides a framework within which to address these challenges.

1.2. The challenges

The analysis of tourism provision in ELM, SDM, provincial and national government vision statements, mandates and expectations indicates a number of challenges facing the ELM, namely to:

1.2.1. Establish a cohesive institutional structure

Tourism planning and development should be integrated and holistic if it is to be effective. A strong institutional structure in ELM, with linkages to district, provincial and national stakeholders, initiatives and programmes, could facilitate this.

1.2.2. Involve all stakeholders

Integrated planning, involving all public and private sector stakeholders, is critical to the success of tourism development.

1.2.3. Ensure that previously marginalised communities participate and benefit

A significant challenge facing Emfuleni is that of involving the local communities and previously neglected groups in the industry so that they may benefit from the opportunities presented and play a role in developing unique tourism products.

1.2.4. Create awareness

Public and private sector stakeholders and communities need to be made aware of the benefits and opportunities offered by tourism growth and of the needs and expectations of visitors, as well as the impact of tourism growth on the natural, cultural and social environment.

1.2.5. Training and capacity building

Training and capacity building programmes are essential to support tourism development and growth.

1.2.6. Build partnerships and linkages

Strategic partnerships and supportive linkages are essential to ensure alignment with and access to the resources, expertise and services of local, district, provincial and national role players in the public and private sector.

1.2.7. Ensure that tourism plays a role in economic growth

One of the key challenges facing government, and the focus of programmes in a number of sectors, is to improve the quality of life of all South Africans. Tourism has been identified as a key economic driver to ensure economic growth, create opportunities for people who had previously been excluded, create jobs, support SMME's, spread benefits and encourage investment.

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1.2.8. Develop and monitor tourism products, services and infrastructure

The development and ongoing operation of unique, innovative and excellent products is the most critical factor for the success of tourism in the area. There should be a close relationship between Land Use Management and tourism when developing a Land Use Management spatial framework for ELM.

1.2.9. Research, collect and collate relevant information

Research and the collection, collation and communication of useful information is critical to planning and development, enabling people at all levels of the industry to make informed decisions.

1.2.10. Ensure that development is sustainable and responsible

Tourism resources need to be developed in a sustainable and responsible manner. The White Paper on the development and promotion of Tourism in South Africa (1996) and the National Responsible Tourism Guidelines (2002) outline principles and objectives in this regard.

1.2.11. Increase demand

Tourism development will only be sustained if there is a steady flow of visitors to the area and if tourism spend of time and money is increased.

1.2.12. Initiate a cohesive and effective marketing strategy

A cohesive and effective marketing strategy is crucial to the sustainable development of tourism in the region.

1.2.13. Build a culture of service excellence

There is a general culture of poor service in the tourism industry and relative sectors. Poor service discourages visitors.

1.2.14. Access funding and resources

Tourism is seen as a strategically important sector of the South African economy. Resources are available, but these need to be matched to priorities and strategies.

1.2.15. Quality assurance, registration and accreditation

Tourism products and services must conform to statutory requirements, registration and accreditation procedures. In this respect the ELM must work with the Tourism Grading Council and other industry bodies to consistently improve service levels.

1.3. The legislative mandate

In terms of the White Paper (1996), the Institutional Guidelines for Public Sector Tourism Development and Promotion in South Africa (1999) and the Municipal Structures Act (1998), local government is responsible for policy implementation, environmental planning and land-use, product development, marketing and promotion.

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Specific functions of the local government, outlined in the White Paper, include:

- Responsible land-use planning, urban and rural development
- Control over land-use and land allocation
- Provision and maintenance of tourism services, sites and attractions, e.g. 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
- Marketing and promotion of specific local attractions and dissemination of information in this regard
- Control over public health and safety
- Facilitation of the participation of local communities in the tourism industry
- Ownership and maintenance of certain plant, e.g. ports and airports
- Provision of adequate parking, including for coaches
- Facilitation of the establishment of appropriate public transportation services, e.g. taxi services
- Licensing of establishments in accordance with the national framework
- Promotion of financial support of the establishment of local publicity associations/ community tourism and marketing organisations to facilitate, market, coordinate and administer tourism initiatives.

Local government should not provide services that can be provided by the private sector. The exact role of each authority will be determined by local conditions as well as skills and financial resources.

In terms of the institutional guidelines, local tourism authorities:

- Must ensure that local by-laws and regulations are aligned to national and provincial tourism policy
- Can reach agreements with cities / local authorities in other countries
- Are responsible for exposure of local areas within the framework of the national marketing strategy and operations
- Are responsible for domestic marketing strategies, operations and coordination in line with the framework of the provincial marketing strategy and operations
- Are responsible for the provision of local infrastructure such as recreation areas, signage, urban design, amenities at tourism attractions, public transportation, water, electricity, sewage, etc.
- Must annually inspect and certify establishments for registration by the provincial department in accordance with compulsory registration systems
- Plan and implement programmes and projects designed to improve awareness of tourism within the authority
- Assist in the implementation and promotion of national and provincial training programmes
- Provide advice and assistance to emerging entrepreneurs.
- Formulate and manage local incentives e.g. rebates on land and infrastructure
- Establish local tourism information and / or development offices
- Approve, monitor and plan tourism road signs in local areas in conjunction with the responsible provincial agencies
- Work in collaboration with national and provincial authorities to ensure an inclusive and representative curriculum content for tourism guiding programmes
- Lead tourism development in their areas in close consultation with provincial authorities
- Lead and establishment of local tourism safety programmes in collaboration with local business, SAPS and communities

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It must be noted that, in Emfuleni, roles and responsibilities need to be allocated to the district and local municipalities in order to facilitate integrated planning and development and avoid unnecessary duplication.

1.4. Vision

The vision is tourism to grow and flourish in the area to the benefit of residents and visitors.

1.5. Mission

The ELM will facilitate the growth and development of a dynamic, vibrant, sustainable and responsible tourism industry in Emfuleni, in partnership with public and private sector stakeholders and civil society and in a manner that builds on the area's rich and diverse natural and cultural heritage, builds capacity, encourages entrepreneurship, contributes to improving the quality of life of all residents and offers excellent service to visitors.

1.6. Principles and values

1.6.1. Overarching values

The ELM will be guided by the core values outlined in the NTSS (2016 – 2026) and the ELM IDP, namely:

- Trust and Accountability (The multiple partnerships shall be built on trust; all parties should have mutual trust that they are all aiming for the same vision and goals and all role players shall accept responsibility to deliver on the actions and objectives on which they embark);
- Service orientation (which is exemplified by consistency, productivity and courteousness)
- Discipline (which is exemplified by commitment, time-keeping, respect for deadlines and an adherence to a code of conduct);
- Professionalism (which is exemplified by an adherence to best practices, standards and pursuit of excellence);
- Commitment (which is exemplified by the willingness to go the extra mile);
- Consistency (which is exemplified by the pursuit to excellence in local government initiatives);
- Anti-corruption (which is exemplified by adherence to the best practice, standards and a code of conduct honesty and truthfulness of both the politicians and officials);
- Transparency (which is exemplified by the accountability of the Council to all stakeholders especially the communities);
- Respect for our arts, culture and heritage (All tourism development and activities shall respect all aspects of South Africa's diverse arts, heritage and culture);
- Upholding the values of the Constitution (Human dignity and equality shall be respected).

Principles

The following principles, which are outlined in the NTSS (2016 – 2026) and the National White Paper on the Development and Promotion of Tourism in South Africa (1996), will specifically guide the activities of the ELM in relation to tourism planning and development planning:

- Tourism should be government led, private sector driven and community based;
- Responsible tourism (All tourism development and activities shall deliver on the triple bottom-line, namely economic, social and environmental sustainability);
- Service excellence (The entire tourism value chain, including non-tourism service providers shall continually strive for service excellence towards all tourists);

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- A commitment to transformation (The entire industry shall understand and unequivocally support the moral need for transformation);
- Equity (which is exemplified by a workforce subscribing to the values of non-racialism, non-sexism, democracy and unity);
- Collaboration and cooperation between all key stakeholders;
- Government will provide the enabling framework for the industry to flourish;
- Effective community involvement will form the basis of tourism growth;
- Tourism development will be underpinned by sustainable environmental practices;
- Tourism development is dependent on the establishment of cooperation and close partnerships among key stakeholders;
- Tourism will be used as a development tool for the empowerment of previously neglected communities, and should particularly focus on the empowerment of women in such communities.
- Tourism development will take place in the context of close cooperation with other provinces and states in Southern Africa
- ~~Tourism development will support the economic, social and environmental goals and policies of Provincial and National government.~~

1.7. Objectives

In planning, developing and facilitation tourism in the area, the ELM aims to:

- Develop the synergies between district and local municipality, defining roles and responsibilities and a culture of working together in a mutually complementary rather than competitive manner
- Work in partnership with the public and private sectors and civil society
- Forge partnerships with national, provincial and local public, private and civil society stakeholders
- Market the region's attractions and tourism products
- Manage, make accessible and share relevant information with the industry and the public sector stakeholders and communities
- Develop and maintain the physical infrastructure, facilities and amenities necessary to support tourism
- Create jobs, promote investment and ensure that economic benefit and opportunities are spread to residents throughout the area
- Build human resource capacity, facilitate training for new and emerging entrants into the industry and upgrade the skills of existing service providers
- Ensure that all communities are aware and informed of the benefits and opportunities presented by tourism, and empowered to take advantage of these
- Improve the overall physical environment of the Emfuleni area to create a better impression for potential tourists

1.8. Strategic framework

The framework, detailed below, provides a coherent and concise statement which can be communicated to stakeholders and used to priority resource allocation and establish programmes and initiatives.

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1.8.1. An enabling Institutional framework

It is essential that ELM develop an institutional framework to facilitate and coordinate the integrated research, planning, development and delivery of tourism products and services by local government in partnership with the private sector stakeholders and civil society.

Strategic objectives

Develop the synergies between district and local municipality, defining roles and responsibilities and a culture of working together in a mutually complementary rather than competitive manner.

Work in partnership with the public and private sectors and civil society.

Facilitate private sector participation in integrated tourism delivery, in accordance with national and provincial policies and strategies.

Key performance indicators

- Institutional framework detailing roles and responsibilities agreed upon
- Structures established and operational as described in the NTSS and GTSS
- Effective communication channels with all stakeholders established
- Integrated planning, development and marketing processes

Programmes

- Institutional framework
- Stakeholder forum

1.8.2. Forging partnerships and linkages

Extending the network and making connections with all relevant partners in the public and private sectors and civil society to the benefit of all.

Strategic objectives

To forge partnerships with national, provincial government and local public, private and civil society stakeholders.

Key performance indicators

- Identification of partners
- Creating linkages to local, provincial and national stakeholders
- Aligning strategies and programmes with national and provincial initiatives
- Accessing the resources of local, provincial and national service providers, support agencies and funders

Programmes

- Implementation of institutional framework

1.8.3. An informed, aware and skilled community

ELM's greatest resource is its people.

"Knowledge is power. Information is liberating. Education is the premise of progress, in every society in every family." – *Kofi Annan*

Strategic goals

- Create jobs, promote investment and ensure that economic benefits and opportunities are spread to residents throughout the area.
- Build human resource capacity, facilitate training for new and emerging entrants into the industry and upgrade the skills of existing service providers.
- Ensure that all communities are aware and informed of the benefits and opportunities presented by tourism and empowered to take advantage of these.
- Build a culture of service excellence.

Key performance indicators

- An aware community
- Growth of tourism opportunities and new entrants
- Increased number of jobs created
- Upgrading of skills
- Improved levels of service
- Increase in economic benefits
- Increase in regional brand equity

Programmes

- A training and capacity building strategy
- Registration and quality assurance programme
- Community awareness programmes
- Visitor safety programme

1.8.4. Managing and sharing information

Information is essential for guiding decision makers, stakeholders and visitors to make critical choices.

Strategic objectives

Manage, make accessible and share relevant information with the industry and the public.

Key performance indicators

- A network of electronic and physical information systems
- A tourism research programme to inform development
- Effective communications with stakeholders and target markets

Programmes

- A customised electronic database
- The tourism enterprise database
- Cultural assets mapping programme
- Tourism information offices
- A publications strategy

1.8.5. Developing products

Working with partners to create dynamic new products and upgrade existing attractions based on the region's natural, cultural and heritage assets.

Strategic objectives

Develop excellent and innovative tourism products in partnership with public and private sector stakeholders and communities.

Develop and maintain the physical infrastructure, facilities and amenities necessary to support tourism.

Key performance indicators

- New product development
- Upgrading of tourism infrastructure
- Increase in public and private sector investments
- Events support
- Increase in number of and support for tourism SMMEs
- Improved market intelligence
- Improved spread of products

Programmes

- New product development plan
- Development plan for key icons
- ~~Tourism signage strategy~~ Implementation of Tourism Signage Policy
- Investment and funding strategy
- SMME support programme

1.8.6. Improving tourism environment

Focusing departments within each municipality to address issues of solid waste and air pollution, as well as environmental and land use management to ensure environmental sustainability, particularly in areas identified as having existing or potential tourism value.

Strategic objectives

Improve the overall physical environment of the area to create a better impression for potential tourists. Reduce pollution levels in strategic areas through targeted solid waste removal programmes, innovative methods of reducing air pollution in specific areas. Ensure the future protection and

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management of valuable tourism assets through proper integration of tourism needs into the appropriate municipal planning mechanisms.

Key performance indicators

- Increase in public awareness of litter and air pollution
- Reduce levels of solid waste, land degradation and air pollution in specified areas
- Improved coordination between those municipal departments responsible for waste removal, the environment and planning.

Programmes

Public awareness programme

Land use and environment management for tourism programme

Air pollution, solid waste, sewage spillage monitoring and intervention programmes

1.8.7. Growing the market

Identifying growth sectors and developing and implementing the strategies to reach and attract these.

Strategic objective

To market the area's attractions and tourism products.

Key performance indicators

- Increase in number of bed nights
- Increase in number of visitors
- Increase in tourist spend
- Increase in exposure in local, provincial and national marketing initiatives

Programmes

- Tourism growth strategy
- Tourism research programme
- Marketing strategy
- Communications and media strategy

1.9. Conclusion

Programmes listed under each of the issues described above are detailed in chapter 2 of this document.

2. Strategy programmes

2.1. Emfuleni institutional arrangements

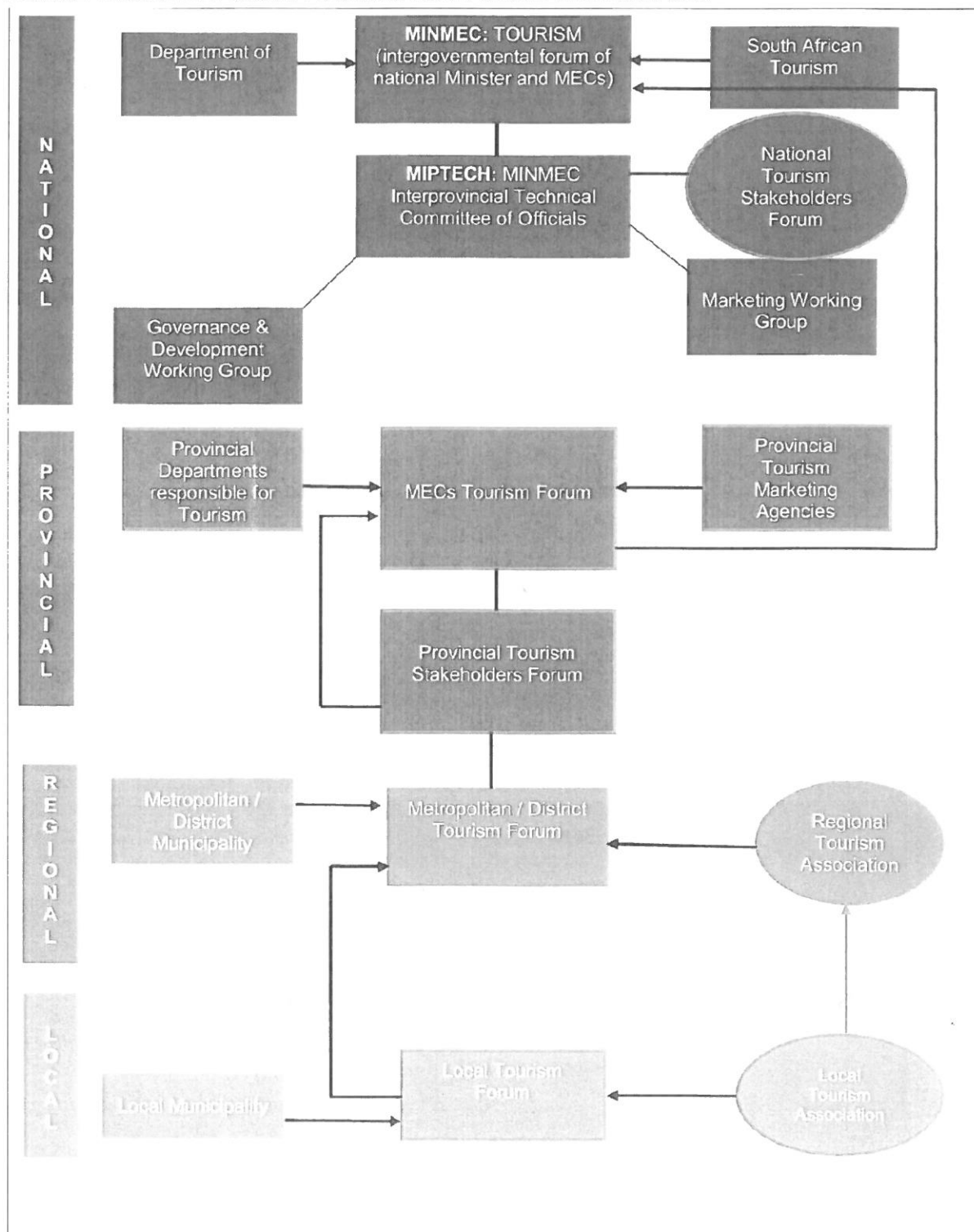
Motivation

A prerequisite for the successful management and growth of the tourism ~~system~~ industry is the support and alignment of all public and private sector tourism bodies, together with the broader communities that they represent.

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The successful implementation of the NTSS to realise the inclusive and quality growth of the Southern African tourism economy is dependent on the commitment of all stakeholders to adopt an integrated approach in implementing the identified strategic priorities and actions. This requires sound and effective governance structures and processes that manage and support tourism. Engagement of the private sector and other stakeholders, alongside government, at national, provincial and local level is critical.

FIGURE 1: SOUTH AFRICAN TOURISM INSTITUTIONAL STRUCTURE



(Taken from the National Tourism Sector Strategy (NTTS) 2016 – 2026)

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The Gauteng Tourism Authority (GTA), in accordance with its legislative mandate and in partnership with the Development Bank of Southern Africa (DBSA), has embarked on the development of a provincial-wide Institutional Framework for Tourism that seeks to ensure that an effective vertical and horizontal alignment is affected.

The key strategic objective of the project is to oversee the development of an institutional framework for the tourism industry that will establish clear channels of communication within the sector.

Specific objectives of the GTA project are to:

- Develop a stakeholder-agreed institutional framework for the Province that ingrates local, regional and provincial levels
- Provide for the integration of all tourism role-players in Gauteng cognizant of the public and private spheres, civil society and communities
- Develop an understanding of the policy and legislative context for the management of the tourism system in Gauteng, particularly with regard to the role, functions and responsibilities of all stakeholders within the framework
- Recognise that tourism takes place on the ground at local level, the framework needs to focus on building financially and institutionally sustainable structures at local and regional levels
- Establish a framework that is simple, easily implementable, cost effective, and that will provide efficient means of communication between the various levels, stakeholders and role players
- Utilise best international and South African practice to guide the development of models recommendations to the GTA
- Develop an implementation plan to provide for ongoing implementation, monitoring and evaluation

The consultancy undertaking the project are required to:

- Undertake a comprehensive assessment, analysis of, and reporting on, the current status quo of the tourism system in Gauteng
- Report on current international and national best practice as regards the management of the tourism system
- Develop and present three proposed models for managing the tourism system in Gauteng
- Provide for the testing of the proposed models amongst identified stakeholders which will, amongst others activities, involve the conducting of workshops and one-on-one meetings
- Oversee the adoption and dissemination of the agreed final institutional framework
- Develop generic constitutions for the establishment of regional tourism organisations, local tourism organisations and cooperative district marketing partnerships
- Provide for the provincial-wide dissemination of the agreed institutional framework
- Develop models for the monitoring, evaluation and reporting on the implementation of the proposed framework.

Recommendations

In light of the above, it is recommended that the ELM:

Await the outcomes of the current process before proceeding to formalise any institutional arrangements for tourism in the district.

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~~Notwithstanding the above, set in place measures to improve communication and cooperation between the district and local municipalities and other stakeholders.~~

- Strategic and visionary leadership driven by an agreed, shared and inspirational vision, a set of guiding values and strategic priorities, which are accepted and embraced by all public and private-sector stakeholder
- Continuously advocating tourism among all politicians and opinion leaders as a strategic and sustainable industry, and a key contributor to GDP and job creation in South Africa (from the national to the local levels), which require appropriate funding.
- Continuously and proactively aligning with key developments and trends in the macro (technological, environmental, socio-cultural, political and economic), competitive and market environments.
- Ensuring that future tourism product development and packaging are value and market-driven i.e. responding to the needs of the future tourist.
- Strategically managing reliable, timely and accessible knowledge (such as statistics, trends, competitors, markets and strategies) and research as a key to future tourism planning, marketing and management of the resource base.
- Ensuring a results-driven, streamlined, dynamic and adaptable tourism structure from national to local level, with clarity on roles, responsibilities and relationships (avoiding unnecessary bureaucracy).
- Continuously focusing on sustainable competitiveness and balancing economic, social and environmental issues.
- Ensuring that the sector responds to the positive and negative issues that impact the growth of the sector i.e. risks to be identified and effective mitigation plans put in place.

Objectives

To establish communication channels and develop working relationships with district, government, private sector and other stakeholders.

Activities

- Establish and formalise tourism stakeholder forums/associations in ELM
- Formalise communication channels within the municipality
- ~~Play a role in the GTA process by discussing and making recommendations regarding~~ Agree to the roles and responsibilities of the district and local municipality (using the foundation provided in the White Paper on the Development and Promotion of Tourism in South Africa, 1996, The Institutional Guidelines for Public Sector Tourism Development and promotion in South Africa, 1999, the Local Government: Municipal Structures Act, No. 117 of 1998 and the Gauteng Tourism Act, No. 10 of 2001. ~~See Chapter 9 of this document for the information pertaining to these documents~~)
- Implement GTA National, Provincial and District recommendations as and when appropriate

Outputs

- ~~Interim~~ Agreement regarding communication channels and working relationships with ELM and SDM
- ~~Interim~~ Agreement regarding communication channels and working relationships with stakeholder forums/associations
- ~~Pro-active input into GTA process~~

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Strategic partners

- National Government
- Provincial Government
- ~~Gauteng Tourism Authority~~
- Sedibeng District Municipality
- Private sector, industry and community stakeholders

Skills required for implementation and delivery

- Administrative skills
- Change management skills
- Community liaison skills
- Coordination skills
- Human resource management skills
- Management skills
- Organisational skills
- Planning skills
- Research skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Fully equipped office: phone, fax and Internet facilities
- Administrative support
- Funding for meetings, functions and presentations

2.2 Local Stakeholder forum

Motivation

National tourism strategies stress the need to involve stakeholders in all aspects of tourism planning, development and implementation.

Recommendations

- Local municipalities should establish stakeholder forums
- Local municipality stakeholder forums should be represented on an overarching SDM stakeholder forum.
- This means that the stakeholder forum established during the strategy development phase should be expanded to include a wider range of participants from the tourism sector interest groups and communities.

The proposed functions of the stakeholder forums are set out below:

- Information sharing, communication and consultation
- Coordination and information sharing with local level community groups, and other local special interest organisations and local stakeholders

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- Mediation of interests, leading to common benefit through debate, discussion and sharing of information and resources

These are three broad objectives regarding the forum. These are to raise awareness and create publicity, support and assist new entrants into the industry, and create new linkages. The stakeholder forum should be managed according to these specific objectives, and there should be a specific approach for each.

Objectives

The objectives of the stakeholder forum are to:

- Work in partnership with the public and private sectors and civil society
- Facilitate private sector participation in integrated tourism deliver, in accordance with national policies and strategies

In addition to the above, there are three broad objectives regarding the forum. These are to:

- Raise awareness and create publicity
- Support and assist new entrants into the industry
- Create new linkages

The stakeholder forum should be managed according to these specific objectives , and there should be a specific approach for each. The Emfuleni forum should be a single entity, but it should also have clearly defined internal target groups, for example, potential new entrants and investors.

Activities

- Identification of stakeholders
- Formalisation of relationships with stakeholders
- Formalisation of working relationships, processes and structure
- Ongoing communication an engagement with stakeholders

Outputs

Fully functional stakeholder forum

Strategic partners

Public sector, private sector and civil society stakeholders in Emfuleni

Skills required for implementation and delivery

- Administrative skills
- Capacity development skills
- Communication skills
- Coordination skills
- Management skills
- Organisational skills
- Planning skills
- Public relations skills
- Workshop facilitation skills

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Resources required for implementation

- Funding
- Use of office equipment, including telephone, fax and email facilities
- Transport

2.3. Partnership strategy

Motivation

The ELM should work in partnership with other stakeholders and role players to develop tourism in the area – this will facilitate access to much needed skills, expertise and resources.

Recommendations

ELM needs to build links to and relationships with public and private sector and civil society partners. These can be broadly grouped as follows:

- National, provincial and district government departments and public sector institutions and organisations
- Private sector organisations and tourism industry product owners and service providers
- Civil society – local community-based organisations, etc.

Partners may participate in any of the following:

- Product development
- Promotions and marketing
- Training and capacity development
- Tourism safety

Objectives

Objectives of the partnerships strategy are to:

- Build strategic relationships with key partners
- Align tourism development initiatives in ELM with district, provincial and national initiatives, policies, programmes and strategies

Activities

- Identify proposed partners
- Identify benefits and conditions of proposed partnerships
- Formalise agreements, where necessary
- Participate in events and activities organised by partners, especially where these present learning opportunities
- Record information about partners in the database
- Maintain contact with partners
- Keep up-to-date with new developments so as to be able to identify new opportunities

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Outputs

- Formalised partnerships
- Membership of relevant tourism organisations

Strategic partners

All departments and strategic organisations, in addition to any identified by the ELM

Skills required for implementation and delivery

- Administrative skills
- Business planning skills
- Communication skills
- Community liaison skills
- Coordination skills
- Customer service skills
- Finance management skills
- Fundraising skills
- Management skills
- Organisational skills
- Planning skills
- Product development skills
- Project management skills
- Public relations skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Funding
- Use of office facilities including telephone, fax and internet equipment
- Travel budget
- Publications budget
- Subscriptions budget

2.4. A training and capacity building strategy

Motivation

The development of a training, capacity building and awareness programme for Emfuleni involves matching a complex set of needs to available resources in a manner that will ensure that every service provider has access to appropriate training and capacity building opportunities. This requires a multi-pronged approach which makes provision for individuals to move incrementally from basic to higher levels of training.

Recommendations

It is recommended that the various aspects and components of the tourism strategy be linked to specific capacity building interventions.

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The capacity building framework addresses the four target groups identified in the body of the report; namely:

- Local government officials and representatives
- The tourism stakeholder forum
- New and existing product owners, service providers and others wishing to benefit from the tourist economy
- The broader community

Objectives

Capacity building interventions are intended to prepare all sectors of the industry, including new entrants, to a role in realising a vision for tourism as a vibrant, sustainable industry that builds on Emfuleni's rich natural and cultural history. Capacity building encourages entrepreneurship and plays a role in improving the quality of life of the residents of Emfuleni. Capacity building interventions will:

- Be aligned with national policies, initiatives and priorities
- Draw on government, private sector, academic and industry resources
- Focus on developing a range of skills at all levels of the tourism economy

Activities

- Establishing and maintaining contact with the stakeholder forum as a structure that will facilitate communication, information gathering, sharing of ideas and decision-making
- Gathering and analysing information relating to current conditions
- Consolidating the position of local government, linking tourism activity in ELM in a way that takes into account differences, builds on strengths, mitigates weaknesses, and establishes the role and responsibilities of each in the tourism development process
- Consolidating the position of the industry and new entrants, i.e. strengthening the private sector to participate actively in the process
- Bringing the sector together to negotiate a working relationship, define roles and responsibilities and agree on the way forward
- Implementing community-based tourism awareness programmes
- Assessing and prioritising training needs and implementing strategies to address these
- Monitoring and evaluating training needs and outcomes
- Identifying future needs and training partners
- Continuous assessment, monitoring and evaluation of needs, resources and partners

Outputs

A range of capacity building initiatives to meet the needs of the targeted groups

Strategic partners

The following provide, facilitate or fund training and capacity building programmes:

~~The Business Trust~~

~~Department of Environmental Affairs and Tourism (DEAT)~~

~~National Department of Tourism (NDT)~~

~~Gauteng Department of Economic Development (GDED)~~

~~The Federated Hospitality Association of South Africa (FEDHASA)~~

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The South African Tourism Institute (SATI)

The Business Council of South Africa (TBCSA)

The Tourism Enterprise Programme (TEP)

~~Tourism Hospitality Education training Authority (THETA)~~

Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)

North West University, Vaal Campus

University of South Africa (UNISA)

Vaal University of Technology

Skills required for implementation and delivery

- Administrative skills
- Capacity development skills
- Communication skills
- Community liaison skills
- Computer skills
- Coordination skills
- Data collection skills
- Finance management skills
- Fundraising skills
- Human resources skills
- Information management skills
- Management skills
- Materials development skills
- Mentorship skills
- Organisational skills
- Planning skills
- Strategic planning skills
- Workshop facilitation skills

Resources required for implementation:

- Funding
- Venues
- Transportation
- Basic office equipment

2.5. Accreditation, registration license, quality assurance programme

Motivation

Tourism products and services must conform to statutory requirements, registration and accreditation procedures.

Recommendations

The ELM must work with the Tourism Grading Council and other industry bodies to consistently improve service levels

Emfuleni Tourism Development Strategy (Revised)

Objectives

To ensure that all products, facilities and service providers in ELM are registered and graded, as required in order to facilitate delivery of excellent service and consistently high quality tourism products to visitors.

Activities

- Facilitate registration of all tourist guides
- Facilitate registration of all tourism amenities and service providers
- Implement Tourism Grading Council quality assurance measures
- Support industry organisations such as SATSA, THETA and FEDHASA in raising professional standards and in implementing grading and qualification schemes

Outputs

- Service providers registered and graded
- Tourism guides registered

Strategic partners

Department of Environmental Affairs and Tourism (DEAT)

National Department of Tourism (NDT)

Gauteng Tourism Authority (GTA)

Tourism Grading Council of South Africa (TGSA)

South African Tourism Services Association (SATSA)

Skills required for implementation and delivery

- Administrative skills
- Capacity development skills
- Coordination skills
- Management skills
- Organisational skills
- Planning skills

Resources required for implementation

- Funding
- Office equipped with telephone, fax, internet and computer facilities

2.6. Community awareness programme

Motivation

The broader community lacks information about tourism in general, the needs and expectations of tourists, and the benefits and problems that the growth of tourism can bring to a community.

Emfuleni Tourism Development Strategy (Revised)

Recommendations

Community awareness programmes represent the first and most basic level of training. It is recommended that community awareness programmes be initiated as a matter of urgency in areas where tourists are likely to engage with communities.

Objectives

Community awareness programmes are intended to:

- Build an aware and informed community
- Ensure that all host communities and those living in close proximity to key tourism nodes are prepared and ready to engage with visitors and understand the needs and expectations of visitors
- Provide communities with information about the potential benefits that might accrue from tourism and ways in which they can access these benefits
- Enable communities to identify and counteract any problems that might arise from the growth of tourism in their area
- Facilitate tourism safety
- Play a role in developing respect for the natural and built environment, and encouraging host communities to protect and maintain this, where necessary

Activities

Evaluate relative merits of awareness Programmes conducted by National, Provincial and District Government Department and collaborate with these departments to roll out the awareness programmes. ~~and the feasibility of developing a Sedibeng Tourism 'road-show'. Tourism organisations could work with local arts and culture organisations to develop a range of dramatic productions, art works, events, etc to raise awareness of tourism in local communities.~~

Outputs

A range of dynamic community awareness programmes and initiatives

Strategic partners

~~Department of Environmental Affairs and Tourism (DEAT)~~

National Department of Tourism (NDT)

Gauteng Tourism Authority (GTA)

~~Tourism, Hospitality, Sport Education and Training Authority (THETA)~~

Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)

Local tourism organisations

Skills required for implementation and delivery

- Community liaison skills
- Coordination skills
- Fundraising skills
- Marketing skills
- Materials development skills
- Organisational skills
- Planning skills
- Public relations skills

Emfuleni Tourism Development Strategy (Revised)

- Scriptwriting skills
- Workshop facilitation skills

Resources required for implementations

- Funding to implement programmes

2.7. Visitor safety programme

Motivation

Crime is perceived to be a major impediment to tourism growth. A two-pronged programme, focusing on visitors and host communities, is required to address this.

Objectives

Objectives of the visitor safety programme are to:

- Create a safe and secure environment
- Share information with visitors
- Share information with the host communities and encourage them to play a role in creating a safe and secure environment – for residents and visitors

Activities

- Development of visitor safety strategy
- Development and distribution of relevant materials for visitors
- Development and implementations of community awareness programmes
- Focussed capacity building programme for tourism operators, product owners and other service providers

Output

- Visitor safety strategy
- Publications
- Training and awareness programmes

Strategic partners

~~Department of Environmental Affairs and Tourism~~ – information and access to relevant skills

National Department of Tourism (NDT)

South African Police Services

Business Against Crime

SA Tourism - information

~~Tourism Liaison Council~~ – information

Department of Foreign Affairs

Automobile Association

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Skills required for implementation and delivery

Skills requirements options:

- Administrative skills
- Capacity development skills
- Community liaison skills
- Coordination skills
- Customer service skills
- Management skills
- Materials development skills
- Organisations skills
- Public relations skills
- Strategic planning
- Workshop facilitation skills

Resources required for implementation

- Funding
- Venue

2.8. A database of tourism products and services (customised and electronic)

Motivation

A well-designed, customised electronic database has the potential to turn raw research data into a usable, easily retrievable, valuable resource for the development of tourism products and further research.

Recommendation

It is recommended that a customised electronic database be developed to be used as a resource management tool for the development of tourism of ELM tourism products and further research in the area. This database will be particularly valuable for the collation, storage and retrieval of information collected in the cultural assets mapping programme.

Objectives

The objectives of a customised electronic database are to:

- Store information about the Emfuleni area
- Order information about the Emfuleni area
- Provide a valuable data retrieval tool, in a user-friendly format
- Make information available to stimulate the development of tourism products and further research

Activities

- ~~Appoint database developer~~
- ~~Identify potential applications of database~~
- ~~Identify useful categories and fields for the ordering and retrieval of information~~
- ~~Develop database and user interface~~
- Upgrade database to be more functional and comprehensive

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- ~~Install database and user interface~~
- ~~Train users to input, edit and retrieve data~~
- Ensure upgraded database is available to National, Province and District Tourism Departments for the implementation of Tourism Plans

Outputs

A customised electronic database, structured to be able to record information about the heritage, both cultural and natural, of the Emfuleni area. It will also have the capacity to record information about people, businesses, organisations, associations etc. ~~Exact fields and applications will be identified during the development phase.~~ The database will be compatible with developing additional components which can be used to access the information: i.e. eBooks, Intranets and the Internet.

A user-interface to interact with the data, such as forms to use for adding, exiting, searching, etc. As well as a variety of reports used to print the information stored in the database. Export options will also be available.

Trained users to operate the database.

Strategic partners

~~Database developer – Development of database and training of users.~~

National Department of Tourism (NDT)

Gauteng Tourism Authority (GTA)

Tourism Grading Council of South Africa (TGCSA)

Gauteng Department of Economic Development (GDED)

South African Tourism (SA Tourism)

Tourism Stakeholders

Skills required for implementation and delivery

- Administrative skills
- Capacity development skills
- Computer skills
- Database development skills
- Data capture skills
- Data collection skills
- Information management skills
- Materials development skills
- Planning skills
- Product development skills
- Research skills

Resources required for implementation

- Funding for database development and training
- Computers for database use – ~~must run Microsoft® Windows 95 adequately (advised: Pentium, 32mb RAM), and Microsoft® Windows 95 or later version. Product integrates with Office 97, 200 and XP.~~ Software compatible with database development and maintenance

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2.9. A tourism enterprises database

Motivation

Tourists visiting the region will be required to interact with a range of service providers, including, those involved in owning, operating or working in or for: tour operators, tour guides, transport, food, beverage, entertainment, accommodation, retail outlets, information offices, etc. If tourism in Emfuleni is to grow and thrive and deliver benefits to the region, it is essential that every individual service provider and organisation with which tourists engage or interact in any way understands what is required of them and, importantly, has the capacity to provide an excellent service

Recommendation

- It is recommended that ELM facilitate a process whereby an integrated database of all tourism enterprises is developed, updated regularly and maintained.
- It is recommended that the electronic database (See Programme 2.8.) be utilised for this process.
- It is further recommended that the format described under Programme 2.10.: Heritage Assets Mapping programme be used as a model for data collection and processing.

Objectives

- To identify and access information about every tourism enterprise in the ELM
- To utilise this information as a tool for communicating, assessing, registering and planning capacity building and other support initiatives.

Activities

Identify and appoint skilled mentors to oversee the research process.

The mentors, in consultation with relevant officials or other service providers will:

- Identify, recruit and provide initial training to community-based researchers
- Identify categories of enterprises to be mapped in this process. Examples include:
 - Shebeens and restaurants
 - Places of entertainment
 - Craft markets
 - Information centres
 - Tour operators
- Develop research record forms for each enterprise
- Develop data capture / storage / retrieval systems for the information collected
- Group research into teams and allocate geographical sections of Emfuleni to be investigated
- Publicise the research process and invite enterprises to register

Outputs

Database of tourism enterprises.

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Strategic partners

Product owners, service providers and other stakeholders in the area.

Skills required for implementation and delivery

- Administrative skills
- Capacity development skills
- Communication skills
- Community liaison skills
- Computer skills
- Coordination skills
- Data capture skills
- Data collection skills
- Fundraising skills
- Human resource management skills
- Information management skills
- Management skills
- Materials development skills
- Mentorship skills
- Organisational skills
- Planning skills
- Public relations skills
- Research skills

Resources required for implementation

Resources required include:

- Remuneration for the services of mentors and community-based researchers
- Funds to cover incidental costs, including transport for researchers
- Research report forms and stationery
- An electronic database or other form of data storage – efficient retrieval of data must be considered in the design of this data storage system
- Access to office equipment, including telephone, fax, Internet facilities, etc.

2.10. A heritage assets mapping programme

Motivation

A heritage asset mapping programme is the first step in identifying and transforming heritage capital into economic resources in an authentic and sustainable manner that will attract tourists and visitors to Emfuleni as well as enhance the social and cultural well-being of the community.

Recommendations

It is recommended that a heritage asset mapping programme be implemented in Emfuleni, using community-based researchers to identify sites, objects, people, organisations and/or other resources of historical significance throughout the Emfuleni area. This will provide an information base which will go some way towards promoting equitable representation of heritage in the Emfuleni region. This information can be used in the development of tourism products and services. It can also potentially

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be used as a foundation for further research projects, including oral history projects, development of museum collections, etc., thus conserving valuable cultural heritage.

Objectives

The objectives of the heritage assets mapping programme are to:

- Identify Heritage assets in Emfuleni
- Collect information about the location and nature of these heritage assets
- Collate and store the information in such a manner that it can be retrieved and provide a useful basis for tourism products and future research
- Make this heritage asset mapping information available for all the relevant tourism stakeholders i.e. tour guides, tour operators, guest houses, tourist etc
- Enhance the social and cultural well-being of the Emfuleni community

Activities

Identify and appoint skilled mentors to oversee the research process.

The mentors, in consultation with relevant officials or other service providers will:

- Provide initial training to the community-based researchers, including practical training in the research methodology as well as building awareness of heritage and ethical issues
- Together with the researchers, design the research process
- Oversee the quality of the research undertaken
- Identify, recruit and provide initial training to community-based researchers
- Identify categories of heritage assets to be mapped in this process. Examples include:
- Heritage sites
- Resources (people)
- Resources (organisations)
- Resources (objects)
- Resources outside Sedibeng
- Develop research record forms for each cultural asset category
- Develop data capture / storage / retrieval systems for the information collected
- Group researcher into teams and allocate geographical sections of Sedibeng to be investigated
- Publicise the research process and invite the community to inform the researchers of cultural assets
- Design, print and make available the heritage asset mapping information
- Design, print and make available heritage routes from the information collected in the heritage asset mapping document

Output

- An accessible information base locating and describing cultural assets in Sedibeng.
- A comprehensive heritage asset mapping document available for the relevant tourism stakeholders.
- Heritage routes available to tourist

Strategic partners

- Tertiary institutions

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- Heritage institutions
- Local community heritage and tourism organisations
- South Africa Heritage Resources Agency (SAHRA)
- National Department of Tourism (NDT)
- Gauteng Department of Economic Development (GDED)

Skills required for implementation and delivery

- Administrative skills
- Capacity development skills
- Communication skills
- Community liaison skills
- Computer skills
- Coordination skills
- Data capture skills
- Data collection skills
- Fundraising skills
- Human resource management skills
- Information management skills
- Management skills
- Graphic designer skills
- Mentorship skills
- Organisational skills
- Planning skills
- Public relations skills
- Research skills

Resources required for implementation

Resources required include:

- Remuneration for the services of mentors and community-based researchers
- Funds to cover incidental costs, including transport for researchers
- Research report forms and stationery
- An electronic database or other form of data storage – efficient retrieval of data must be considered in the design of this data storage system
- Funding for printing of brochures and route maps

2.11. Tourism information offices

Motivation

Tourism information, ~~publicity and booking~~ offices provide an important means of providing visitors with information on which to base decisions about what to do in the area. In this way they play a role in extending tourism spend, of time and money, in the area and of encouraging repeat visitation.

In addition to the above, tourism offices play an important role in providing information to and facilitating communication between tourism industry stakeholders in the public and private sectors and in civil society.

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Recommendations

It is recommended that the development and extension of existing tourism information offices, and the establishment of new offices in the key development nodes be prioritised.

It is recommended that each of the tourism offices serve four primary functions:

- Providing specialised services – information and marketing, ~~publicity and booking in respect of one of the four proposed icons – Vaal Dam and Environs, Sharpeville, Heidelberg, Suikerbosrand Nature Reserve and the Vaal Meander.~~
- Providing general information on all other products, and the area as a whole.
- Serving as a base from which to implement promotion campaigns and public relations events and awareness programmes.
- Act as a central repository, source of information and communication channel for the industry, local stakeholders and communities.

It is further recommended that tourism offices be established as membership based organisations, with product owners and service providers paying an annual fee in exchange for being able to access the services of these offices and giving effect to the notion of tourism development and promotion as a public-private sector partnership.

~~Note: Decisions about implementation of a fee-paying membership system must await the outcome of the GTA recommendations for institutional arrangements currently under investigation.~~

Objectives

The tourism offices will aim to:

- Provide information and services to visitors in Emfuleni
- ~~Provide a booking service for accommodation, products, tours, guides, events and activities~~
- Deal with enquiries about accommodation, product, tours, guides, events and activities
- Function as a local tour operator, with accredited guides and transport operators, where necessary
- Facilitate the provision of information and promotion of services offered, i.e. distribution of brochures and information and maintenance of website
- Manage promotion and public relations events
- Liaise with local government facilities management services and coordinate with Emfuleni Tourism

Activities

- Do research on Tourism Information Offices within the larger/stronger tourism areas to assess the roles and responsibilities of public, private and community sectors
- ~~Formalise the role and responsibilities of the public sector tourism information offices within the framework of an integrated plan for tourism research, development and delivery.~~
- ~~Formalise the roles and responsibilities of the private sector initiatives and agree on ways in which these will complement the public sector services.~~
- Evaluate the viability of each tourism office in Emfuleni
- Evaluate the investment and level of efforts required for each tourism office in Emfuleni to provide a recommended level of service
- Prepare detailed business plans for each office
- Access funds

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- Develop a communication strategy to ensure a smooth flow of information between all tourism information offices in the ELM
- Link all tourism information offices electronically
- Identify and train staff
- Develop marketing and promotional material

Outputs

Tourism offices which provide high-quality, efficient and visitor-friendly provision of information and publicity. ~~and booking services.~~

Strategic partners

- Local product owners and service providers – Information and materials for office, membership base
- Gauteng Tourism Authority – Funding and technical support, information distribution points
- Similar organisations in adjoining areas – Information distribution points, sharing of skills and materials

Skills required for implementation and delivery

- Administrative skills
- Business planning skills
- Capacity development skills
- Change management skills
- Communication skills
- Community liaison skills
- Computer skills
- Customer service skills
- Human resource management skills
- Information management skills
- Management skills
- Public relations skills
- Strategic planning skills Tourism research skills

Resources required for implementation

Each tourism office will require staff. Each office will require basic office equipment including telephone and fax services, computers, display areas for pamphlets and other publications, poster, etc. and material of interest to visitors.

2.12. A publications strategy

Motivation

ELM tourism publications have the potential to add value in a number of ways, most importantly the promotion of Emfuleni as a tourism destination and the provision of information to tourists.

Emfuleni Tourism Development Strategy (Revised)

Recommendations

It is recommended that the ELM facilitate the conceptualisation, production and distribution of the following publications:

Generic tourism brochure – an important mechanism for marketing for marketing and the provision of visitor information would be the development of a generic tourism brochure for the Emfuleni region. This should highlight the major tourism attractions of the region, the tourism facilities and accommodation infrastructure, tourism operators, and tourism routes and detailed access maps. The generic tourism brochure should be in DL/portfolio format, printed in full colour and featuring all of the above related aspects. It is believed that existing tourism operators could be approached to buy advertising space within the publication and support its reproduction and distribution. Other advertising could also be sold to major industrial and commercial operators in the municipality.

Route marketing brochure – a second component of the information provision programme would be the conceptualisation and printing of a Sedibeng route marketing brochure, similar in design and concept to the Midlands Meander, Route 62 and Coast-to-Coast brochures. The brochure would contain certain themes in accordance with product availability in the region, i.e. ethnic, cultural, historical, archaeological, eco-tourism, adventure tourism, conferences and MICE etc. The format of the brochure would also be DL/portfolio size with an estimated print run of 5,000 copies.

Marketing prospectus – ELM develop a comprehensive marketing prospectus, which will highlight the tourism potential in the area. This brochure would also promote the salient tourism attractions and development opportunities of the region and be used as an effective selling tool for interested parties and investors. The marketing prospectus should be developed and reproduced in A4 format, full colour, UV varnished front and back covers. An introductory message from either the Mayor of Sedibeng or Premier of Gauteng would give the publication added value and credibility. In terms of the defined niche markets, an estimated 1,000 copies should be printed and distributed.

Website – It is envisaged that the marketing prospectus would also be developed with an associated and closely integrated website.

Thought should be given to the potential publication of additional materials, e.g. internal newsletter, community tourism awareness brochures, in-depth information about selected attractions, etc.

In order to contribute to a coherent Emfuleni tourism brand, it is important to standardise design elements for all Emfuleni publications. The design of materials, including the website, must project a positive image of Sedibeng.

The targeted distribution of the generic tourism brochure and route marketing brochure is a crucial element in establishing the Emfuleni region as a diverse and attractive tourism venue. The following distribution locations are recommended for the generic brochures, on a six-monthly distribution basis:

- Gauteng Tourism Agency
- Johannesburg International Airport – ACSA Tourism Information
- Department of Trade and Industry international offices and Trade and Investment SA (TISA)
- Selected Sporting Unions
- Representation Offices including foreign Chambers of Commerce based in South Africa and accredited foreign embassies based in South Africa
- Trade Delegations
- Commercial Trade expos
- South African Retail Travel Industry – travel agencies
- South African bus companies and tour operators

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- International Tour Operators who feature South Africa
- Local and International SA Tourism offices
- Consumer expos – Getaway
- Selected hotels in Gauteng region – in-house distribution
- ~~Postal drops to selected corporate markets~~
- Electronic marketing to Corporate market

Most importantly, the distribution of the route tourism brochure must target all outlets relating to the travel industry. This includes travel agents and tour operators (domestic and international), airlines, the SA retail industry, all trade fairs relating to travel and commerce, industry publications as inserts, and at hotels and tourism offices.

Objectives

The objectives of the publications strategy are to produce publications which:

- Promote Emfuleni as a tourism destination
- Provide relevant tourism information to tourists
- Can be used as an effective selling tool for investors and other interested parties
- Support the identified Emfuleni brand
- Relate to identified target audience needs

Activities

- Agree upon branding of publications
- Identify target audiences for each publication
- Develop brief for the content and design specifications of each publication. The brief should contain the following:
 - Background
 - Description
 - Objective
 - Target audience
 - Message
 - Branding strategy
 - Specifications
 - Content
 - Specific details of copy which must be included
 - Budget
 - Deadline
 - Distribution points
 - Agree upon language policy
- Access funding for brochure production
- Develop publication materials, including writing, design, etc.
- Contact local tourism businesses to sell advertising space, where applicable
- Coordinate production of materials
- Arrange for distribution

Output

High-quality marketing and tourism information brochures, amongst other publications.

Emfuleni Tourism Development Strategy (Revised)

Strategic partners

- Gauteng Tourism Authority – Funding and technical assistance, distribution point
- Local tourism businesses – provision of information, advertising
- Airports, travel agents, embassies, chambers of commerce and other organisations listed above – Distribution points

Skills required for implementation and delivery

- Administrative skills
- Advertising sales skills
- Communication skills
- Community liaison skills
- Design skills
- Marketing skills
- Materials development skills
- Planning skills
- Research skills
- Writing skills

Resources required for implementation

Funding for development and production of publications

2.13. New product development strategy

Motivation

Product development is the work of bringing a site or a destination of interest and potential, for purposes of attraction or hosting of visitors, to a condition such that it is visited and that, during the visit, the visitors experience learning and enjoyment. Further, the visitor should preferably take away memories, ideas and gifts with them. For all this to happen, the product must be physically easily accessible, have requisite facilities with appropriate aesthetics and generally be attractive to the target market. The visitors should also experience quality hospitality services when at site, i.e. be well received and guided through the experience, if they need this. They should be able to enjoy a full experience and, most importantly, spend money on food, gifts and artefacts, entertainment and learning.

This is the work and objective of product development. Due to the shortage of resources and the limits to the market, product development strategies in Emfuleni should be conservative, incremental and directly linked to demonstration of results. Products for development should be carefully selected to achieve maximum impact with the least investment and effort. Much money can be spent without achieving desired results by not checking the extent and character of the market thoroughly and by not checking the financial viability of product development – what is the investment required to bring a product to requisite levels and what is the expected return over a period. These are critical questions in product development.

The procedure recommended for Emfuleni is:

- Prioritisation and selection of products for marketing

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- Product packaging and market testing, to determine quality required as well as overall demand
- Once properly packaged, an assessment will need to be made as to investment requirements to improve facilities, services and infrastructure
- This should be followed by an assessment of commercial viability before any investment is made in product or infrastructure development or in marketing

New products must be initiated within an integrated tourism development framework. Issues such as training and capacity building, marketing and the provision of infrastructure must be addressed in a coordinated fashion if unnecessary duplication and wastage of resources, financial and other, is to be avoided.

~~It is recommended that a specialist tourism product development consultant be appointed to work with the ELM staff for a short period to provide experience and on-the-job training.~~

It is imperative that the ELM work with all stakeholders, through the proposed stakeholder forums, to plan, develop and implement new products as well as to upgrade existing attractions.

Objectives

- Extend tourist spend in the area
- Complement and extend existing products
- Identify new products to stimulate tourism growth, investment and maximise benefits for public sector, private sector and community-based entrepreneurs
- Identify a range of tourism product interventions
- Broaden participation in product development to include all stakeholders and communities
- Create opportunities for local SMMEs

Recommendations

Identify key products

These may include:

- Key icons
 - Themed experiences as a basis for tours, routes and precincts
 - Add-on packages
- **Identify and develop key icons**

Emfuleni has two key icons that should form the basis of new tourism development in the area. Please refer to Strategic Programme 2.14 for further details.

- **Identify significant themes for future development**

In considering the development of new tourism products, making best use of the area's assets and attributes, a number of significant themes emerge. These are described below.

It must be noted that these in themselves do not constitute tourism products. Themes may form the basis of routes, precincts or tours, and need to be packaged, developed and marketed accordingly.

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Archaeological

There is definite potential in developing an archaeological tour to various sites in southern Gauteng, which are primarily early Stone Age. The identified sites are listed as follows:

- Van Riet Lowe site, Duncanville
- Redan rock engravings, Kliprivier Terrace (Redan)
- Ascot Bridge Island rock engravings, near Vereeniging

These sites are sensitive and vulnerable to vandals and souvenir seekers. Access should therefore be strictly controlled. It is recommended that visitors be encouraged to visit these sites as part of an organised group.

It is recommended that the ELM:

- Establish linkages with academic institutions in order to ensure protection and further scientific excavation/evaluation of the sites.
- Facilitate the development of educational materials
- Identify and/or facilitate training of qualified and informed guides
- Interface with special interest tour operators to include packaged excursions to southern Gauteng for FIT and group international and SA educational markets
- Where appropriate, develop the infrastructure to secure and interpret the site so that it may be opened to the public

South African (Anglo-Boer) War sites

There are numerous South African (Anglo-Boer) War battle-sites and memorials located in Emfuleni and surrounding areas. These are listed as follows:

- South African (Anglo-Boer) War graveyard in Heidelberg,
- Peace monument – to the Boer soldiers and also to the signing of the Treaty of Vereeniging, which ended the war in 1902, Vereeniging
- Concentration camp cemetery, to those who died in concentration camps during the South African (Anglo-Boer War, Vereeniging
- Tree Trunk – where the Boers and British met and negotiated during war, Vereeniging
- Witkop Blockhouse – erected by the British soldiers and now declared a national monument, on the R59 road near Meyerton.

There is potential to develop an exciting historical experience as a one-day excursion from Johannesburg and-or Pretoria. There are numerous tour operators who would include the package in their one-day tour programme ex Johannesburg/Pretoria.

It is recommended that the ELM:

- Take steps to secure these sites from vandalism
- Erect interpretative and directional signage
- Develop and distribute information packages – maps and brochures – to promote these
- Identify or facilitate training for guides
- Promote these through linkages to similar sites and places of interest in other parts of the province and the country

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Township experiences

ELM includes a number of townships, Sharpeville, Sebokeng, Boipatong and Evaton for example. Sharpeville has to date been identified as the township with the greatest potential for tourist development, particularly because of its history in relation to both the massacre and the signing of the “new” constitution.

It is recommended that the ELM:

- Work with relevant stakeholders to develop the Township experience to its full potential
- Actively promote the Townships as a destination
- Develop a range of tours that focus on ‘struggle’ in the area over the past two hundred years as a way of linking the South African (Anglo Boer) War and township sites
- Link short, focussed township visits to other experiences, e.g. 2,000 years in Emfuleni
- Engage with stakeholder organisations in other townships to identify unique selling points for each and then devise tourism plans and strategies to develop these. One area might, for example, focus on township life, shebeens, places of entertainment, hair braiding, arts and culture for younger visitors; another on traditional healing and religious experiences, and a third on pre and post democracy initiatives, i.e. links to development, etc.
- Facilitate linkages with related initiatives in other parts of the province and the country
- Establish links between tour operators and township-based entrepreneurs

Adventure tourism

There is definite potential to develop adventure tourism products which would support the conference, team-building, and MICE niche markets. Activities identified in southern Gauteng include the following:

- River rafting on the Vaal River
- Fishing competitions on the Vaal River
- Game viewing

It is recommended that the ELM:

- Compile a database of all related activities
- Identify new opportunities
- Develop an eco/adventure tourism ‘portfolio’ booklet, which advertises the diversity and range of activities available in southern Gauteng, and distribute this to Gauteng-based tour operators, retail operators, clubs, societies, etc.

Medical tourism

It has been noted that Emfuleni includes excellent medical facilities, and that this represents an opportunity for the area to take advantage of the growing number of tourists visiting South Africa for medical treatment.

It is recommended that the ELM:

- Identify potential private sector partners, including medical facilities, specialist and accommodation establishments.

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- Encourage the private sector partners to develop an inclusive package that will allow visitors to make use of medical services as well as to enjoy the attractions of the area.
- Assist, as and where necessary, in the development and marketing of tour packages.

Sport tourism

Emfuleni has a number of sports facilities that could be utilised to attract visitors to the area as well as having been a host to 2 world cup soccer teams during the 2010 FIFA soccer world cup.

It is recommended that:

- The ELM identify and assess these facilities,.
- Work with the private sector to develop sports tourism packages.
- Assist in the development and marketing of these, as and where necessary.

Identify the potential for add-on packages

Gauteng has several icon tourism products, including the Cradle of Humankind World Heritage Site, Soweto, Cullinan Diamond Mine and Gold Reef City. There is definite opportunity to link these icons into tour programmes incorporating products in Emfuleni.

1. Palaeontology / archaeology packages

For example, the Cradle of Humankind is a World Heritage Site and, as such one of the most significant palaeo sites in Africa and the world. There is definite potential to develop a one-day package excursion to include the Redan Rock Engravings with a Sterkfontein component.

It is recommended that the ELM:

- Establish links with the Cradle of Humankind
- Establish links with tour operators currently offering tours to the Cradle of Humankind
- Establish links with relevant academic institutions

2. Casino packages

There is definite potential to develop a casino tour programme for emerging international markets, including Pacific Rim countries and new South East Asian markets. The following resorts could be included in a southern Gauteng package:

Gold Reef City, Southern Gauteng
Emerald Casino Resort, Vanderbijlpark

There is an added benefit in including Emerald Casino Resort into a package, as the Casino/ hotel operates a small wild life sanctuary, which would have an obvious appeal for international visitors.

It is recommended that the ELM:

- Negotiate with both operators and develop a self-drive / coach-operated package in association with major in-bound tour operators
- Develop and distribute packages to in-bound tour operators, ex Pacific Rim countries
- Interact with Gold Reef City and Emerald Casino Resort to develop one, two or three day packages ex Johannesburg/Pretoria for SA domestic market

3. Mining packages

There is potential to develop a combined Gold and Diamond Mining tour visiting the Cullinan Diamond Mine and Village and a select gold mining operation in southern Gauteng. There is already a tour operation at Cullinan, which manages approximately 4,000 visitors per month.

It is recommended that the ELM:

Pursue the linkages to existing and planned tours and initiatives
Develop and market a package to international group and FIT markets
Interact with relevant tour operators

4. Mining and wildlife packages

The existing full-day excursion to Cullinan, which combines a mining and wildlife experience, could be expanded to include a second-day excursion to southern Gauteng, which would include a morning visit to Suikerbosrand Nature Reserve and an afternoon excursion to a select gold mine operation.

It is recommended that the SDM:

Interact with relevant tour operators
Develop a package which would include an overnight stay in the area

5. Tourism flows N1 and N3

There is an opportunity to divert a small percentage of the tourism flow currently utilising the N1 and N3 motorways, south of Johannesburg, into ELM, primarily ex SA domestic leisure and VFR market. Improved signage is critical for this, including signs to identify tourism sites and icons in southern Gauteng.

It is recommended that the ELM:

~~Enter into negotiations with Engen, who operate a petroport on the N1 near Ennerdale and a second petroport just south of Heidelberg, to establish an ELM tourism information counter or office. This counter or office would be utilised to distribute promotional materials on the various attractions in the municipality, and also to disseminate information on product owners, etc.~~

6. Upgrade tourism infrastructure

The type of infrastructure improvements, practically described, might be for:

- Access roads or water and electricity supply
- Signage
- Buildings and facilities and public environment
- Training provision for visitor (site) guiding and hospitality provision
- On-site and product cluster information and publicity services

A further type of support that may be required is the management and business training of tourism small and micro enterprises.

Emfuleni Tourism Development Strategy (Revised)

The aim of the assessment and audit is to provide information that can be used to determine upgrading and investment requirements of products, to upgrade them to a level of quality that can bring the greatest return for investment that matches the expectations and buying power of the targeted market segment. Upgrading must aim to achieve a standard of product that is recognised by the market by obtaining formal grading by the National Grading Council of SA.

Further, the aim is to quantify investment requirements and to prepare an investment plan for each product, based on a sound business case for investment. The products that can be promoted immediately should be prioritised for both promotion and investment. Investment includes both public and private investment in hard infrastructure and public facilities as well as privately owned products. Product development includes improvement of private facilities and services to a suitable quality, and would include training and enterprise support.

Activities

The main challenge in product and infrastructure development is to match public and private sector investments in the right sequence to reduce time delays and investment risks. The way in which to achieve this reduction (in risks and delays) is to obtain product owner or managing authority support of the objectives and vision, to secure an understanding of the components and workings of the tourism system, and to secure an understanding of the sequence of activities from initial assessment through to investment itself. The extent of the collaboration and effort required must be appreciated by both sets of interest groups so as to enable sustained effort and endurance. The process can be quite slow and laborious, with results showing only in the medium to long term. Therefore, such an understanding by both private and public sector for product and infrastructure development is an essential foundation for risk management.

The recommended sequence of activities is as follows:

- Realistically determine the extent of additional visitors and income that can be generated through product improvement
- Quantify and value the improvements that need to be made, i.e. what improvements and at what cost
- Conduct rapid assessment of viability of investment required and determine the return on investment, number of jobs that can be created and the clear identification of those factors and uncertainties that might cause delays or additional cost, i.e. risk
- Achieve agreement between private and public sector interests on who will finance what, related to the product and supporting infrastructure development
- Prepare business plan and proposal for consideration by banks, governmental and donor funders
- Seek and secure funding
- Initiate improvements

The development of the products outlined above must take place within an integrated vision and strategic plan for tourism in the region. This will require that the ELM:

- Negotiate with other stakeholders to develop an agreed-upon vision for tourism in the region
- Develop, resource, capacitate and implement an integrated plan and strategy for the area
- Establish an institutional structure that will facilitate communication and the dissemination of information
- Audit training needs for each proposed development and develop a coordinated training and capacity building programme.

Emfuleni Tourism Development Strategy (Revised)

- Audit infrastructural needs for each new development and build these into an integrated development programme prioritising short, medium and long term goals.
- Attend to issues of signage
- Make provision for the development and distribution of marketing and promotional material.
- Create product-specific reference groups to pay focussed attention to each of the proposed developments

Outputs

A range of diverse and viable tourism products

Strategic partners

Product development:

- Gauteng Tourism Authority
- ~~Department of Environmental Affairs and Tourism (DEAT)~~
- South Africa Heritage Resources Agency (SAHRA)
- National Department of Tourism (NDT)
- Gauteng Department of Economic Development (GDED)
- ~~Department of Agriculture, Conservation, Environment and Land Affairs (DACEL)~~
- Department of Agriculture, Conservation and Environment (DACE)
- Department of Sports, Recreation, Arts and Culture (SRAC)
- Local academic institutions
- Local discipline-specific societies, organisations and associations

Funders

National government departments and agencies:

- Black Business Suppliers Development Programme (BBSDP)
- ~~DEAT: International Tourism Marketing Aid Scheme (ITMAS)~~
- DTI: Destination Development
- ~~DEAT: Poverty Relief Programme~~
- ~~DEAT: Tourism Infrastructure Investment Programme (TIIP)~~
- DTI: Small Medium Enterprise Development Programme (SMEDP)
- DTI: Ntsika Enterprise Promotion Agency
- DTI: Small Enterprise Development Agency (SEDA)
- DTI: The Franchise Advice and Information Network (FRAIN)
- ~~DTI: Business Referral and Information Network (BRAIN)~~
- DTI: NAMAC Trust
- Umsombomvu Youth Fund
- National Youth Development Agency (NYDA)
- National Empowerment Fund (NEFCORP)
- SEDA: One Municipality One Product (OMOP)

Provincial government departments and agencies:

- Gauteng Tourism Authority (GTA): Tourism Development Fund
- Public Enterprise Funding and Development Agencies
- Development Bank of South Africa (DBSA)
- Industrial Development Cooperation (IDC): Tourism Business Unit
- Khula Enterprise Finance Ltd
- National Lottery Distribution Trust Fund (NLDTF)

Emfuleni Tourism Development Strategy (Revised)

- ~~Community Public Private Partnership Programme (CPPP)~~

Private sector investment:

- Business Partners Ltd
- National Empowerment Fund (NEF)
- Tourism Enterprise Programme (TEP)

International funding and development agencies and corporations:

- Department Of International Development (DFID) – United Kingdom
- Deutsche Gesellschaft Für Technische Zusammenarbeit (GTZ) – Germany
- NORAD – Norway

Training

- ~~The Business Trust~~
- ~~Creative Research Education and Training Enterprise South Africa (CREATE SA)~~
- ~~Department of Environment Affairs and Tourism (DEAT)~~
- National Department of Tourism (NDT)
- The Federated Hospitality Association of South Africa (FEDHASA)
- ~~The South African Tourism Institute (SATI)~~
- The Tourism Business Council of South Africa (TBCSA)
- The Tourism Enterprise Programme (TEP)
- ~~The Tourism, Hospitality, Sport Education and Training Authority (THETA)~~
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
- North West University, Vaal Campus
- University of South Africa (UNISA)
- Vaal University of Technology

Skills required for implementation and delivery

- Administrative skills
- Business planning skills
- Capacity development skills
- Community liaison skills
- Coordination skills
- Design skills
- Finance management skills
- Fundraising skills
- Infrastructure management skills
- Management skills
- Marketing skills
- Organisational skills
- Planning Skills
- Product development skills
- Public relations skills
- Research skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

Emfuleni Tourism Development Strategy (Revised)

Funding for: product development, infrastructure, development of public assets and community-based initiatives, SMME development, institutional structures, tourism service excellence and awareness programmes, training and capacity building, marketing.

2.14 Development plan for key icons

Motivation

A number of interesting products are on offer to visitors to the ELM. It is recommended that these be used as the foundation for the development of tourism gateways and themed nodes, precincts, cluster and routes as well as tours, which will offer an opportunity to focus product development and marketing resources as well as a system of spatial organisation for the area.

The identification and marketing of grouped attractions is a common practice in tourism initiatives all over the world, and is based on the notion that a group of products under a unifying banner or theme is more attractive and marketable than a single destination.

For the purposes of this report:

A **tourism gateway** is a key entry point into the region or into a route. A tourism gateway should serve as both a marker and a point of information and can be accommodated in or by a number of tourism-related attractions or service points. Gateways can also be linked to visitor centres. Gateways should be accessible, visible, user-friendly, informative and enabling, interactive, well maintained, safe and secure.

A **tourism node** is an area with a high concentration of diverse tourism products, normally branded, in a specified spatial region.

A **tourism precinct** includes a number of related and complementary attractions, linked to a specific focus of interest in a demarcated area. Generally tourism precincts evolve from a particular social and cultural fabric that shapes a unique identity and character. Tourism precincts have a clear identity, reinforced by a structured urban planning framework, and branded street furniture, lighting, signage and facilities. Tourism precincts should be accessible, user-friendly, of a suitable scale, safe and secure, well maintained, integrated, and contain a diverse mix of activities and attractions intended to draw and keep visitors in the area.

A **tourism cluster** refers to firms and others within a concentrated geographical area cooperating towards a common goal, and establishing close linkages and working alliances to improve their collective competitiveness. This may relate to a group of thematically linked products and experiences.

A **tourism route** is defined as a linear path intended to lead visitors to a number of thematically linked destinations or attractions. Routes may be sequential or based on a clearly defined narrative, or may simply lead a traveller through a particular landscape or environment.

All the above are strategies designed to attract and draw visitors to the area, provide them with a clearly defined and critical mass of experiences to enjoy and, in so doing, encourage them to extend their stay, and their spend, in the area.

Emfuleni Tourism Development Strategy (Revised)

Recommendations

In accordance with the motivation above, and the strategic approach adopted in the plan (See Programme 13), two brand thematic experiences have been defined and are recommended as the basis for the tourism development within the Emfuleni. These are:

- Sharpeville, Sebokeng, Boipatong, Evaton and Heritage: This theme is focused around the history of the area and the political struggle for liberation in the area, and incorporated all other associated and related sites of history throughout Emfuleni.
- Vaal River and Vaal Meander: This theme revolves around all those sites, attractions and products which are associated with the Vaal River and defined Meander routes.

Detailed descriptions and maps of each of these are included on the following pages.

Objectives

The development of the 2 key icons is intended to:

- Create two clearly identifiable and unique tourism products in the region
- Provide a focus for integrated tourism development by bringing a range of stakeholders together around a common task
- Allow for processes and strategies to be tested within clearly defined parameters

Activities

Two key icons have been identified. It is recommended that the ELM:

- Conduct a preliminary assessment of the attractions and facilities related to each
- Confirm the choice of key icons in consultation with key stakeholders
- Confirm the assessment of attractions and facilities
- Assess physical infrastructure requirements: access routes, signage, visitor facilities
- Assess research and information provision: tours, pamphlets, interpretative signage, guides, marketing initiatives
- Assess availability and quality of support services: restaurants, retail, entertainment
- Assess training and capacity needs
- Develop detailed and integrated plans for the development of each icon
- Facilitate the development, where necessary, for detailed business plans of relevant attractions or facilities within the node
- Identify development partners and/or facilitate linkages
- Identify opportunities for public, private and donor funding
- Identify potential funders and facilitate access to these
- Assist in acquiring planning permissions
- Facilitate development of an integrated marketing strategy
- Identify potential trainers and facilitate training and capacity building initiatives
- Identify and facilitate support for local SMMEs
- Monitor and evaluate progress
- Liaise with tour operators to develop tours
- Produce route marketing materials

Outputs

Fully operational developed tourism products.

Emfuleni Tourism Development Strategy (Revised)

Strategic partners

Product development:

- Gauteng Tourism Authority (GTA)
- ~~Department of Environmental Affairs and Tourism (DEAT)~~
- National Department of Tourism (NDT)
- Gauteng Department of Economic Development (GDED)
- ~~Department of Agriculture, Conservation, Environment and Land Affairs (DACEL)~~
- Department of Agriculture, Conservation and Environment
- Department of Sports, Recreation, Arts and Culture (SRAC)
- Local academic institutions
- Local discipline-specific societies, organisations and associations
- South African Heritage Resources Agency (SAHRA)

Funders

National government departments and agencies:

- Black Business Suppliers Development Programme (BBSDP)
- ~~DEAT: International Tourism Marketing Aid Scheme (ITMAS)~~
- DTI: Destination Development
- ~~DEAT: Poverty Relief Programme~~
- ~~DEAT: Tourism Infrastructure Investment Programme (TIIP)~~
- DTI: Small Medium Enterprise Development Programme (SMEDP)
- DTI: Ntsika Enterprise Promotion Agency
- DTI: Small Enterprise Development Agency (SEDA)
- DTI: The Franchise Advice and Information Network (FRAIN)
- ~~DTI: Business Referral and Information Network (BRAIN)~~
- DTI: NAMAC Trust
- Umsombomvu Youth Fund
- National Youth Development Agency (NYDA)
- National Empowerment Fund (NEFCORP)
- SEDA: One Municipality One Product (OMOP)

Provincial government departments and agencies:

- Gauteng Tourism Authority (GTA): ~~Tourism Development Fund~~ Destination Management
- Development bank of South Africa (DBSA)
- Gauteng Enterprise Propella (GEP)
- Industrial development corporation (IDC)
- Khula Enterprise Finance Ltd
- National Lottery Distribution Trust fund (NLDTF)
- ~~Community Public Private Partnership Programme (CPPP)~~

Private sector investment:

- Business Partners Ltd
- National Empowerment Fund (NEF)
- Tourism Enterprise Programme (TEP)

International funding and development agencies and corporations:

- Department Of International Development (DFID) – United Kingdom
- Deutsche Gesellschaft Für Technische Zusammenarbeit (GTZ) – Germany

Emfuleni Tourism Development Strategy (Revised)

- NORAD – Norway

Training

- ~~The Business Trust~~
- ~~Creative Research Education and Training Enterprise South Africa (CREATE SA)~~
- ~~Department of Environment Affairs and Tourism (DEAT)~~
- National Department of Tourism (NDT)
- The Federated Hospitality Association of South Africa (FEDHASA)
- ~~The South African Tourism Institute (SATI)~~
- The Tourism Business Council of South Africa (TBCSA)
- The Tourism Enterprise Programme (TEP)
- ~~The Tourism, Hospitality, Sport Education and Training Authority (THETA)~~
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
- North West University, Vaal Campus
- University of South Africa (UNISA)
- Vaal University of Technology

Skills required for implementation and delivery

- Business planning skills
- Capacity development skills
- Community liaison skills
- Coordination skills
- Customer service skills
- Design skills
- Finance management skills
- Fundraising skills
- Human resource management skills
- Infrastructure management skills
- Management skills
- Marketing skills
- Organisational skills
- Planning Skills
- Product development skills
- Project management skills
- Public relations skills
- Research skills
- Strategic planning skills
- Tourism research skills
- Workshop facilitation skills

Resources required for implementation

- Funding

Icon One: Sharpeville, Sebokeng, Boipatong, Evaton and the heritage of struggle

Please refer to the map overleaf.

Emfuleni Tourism Development Strategy (Revised)

This tourism experience/theme is mainly focused in and around the areas of Sebokeng, Evaton, Sharpeville and Boipatong. There are 37 identified potential and existing sites.

Access to these areas is from the N1 via R54 in the west or the R82 and R59 for Johannesburg.

The majority of identified sites within this theme require significant upgrading to achieve their potential as tourism products. Even the Sharpeville Memorial, while being formally developed as a memorial site, has no supporting amenities or infrastructure in terms of place of refreshment, guides, lecture facilities etc. Biopatong has a memorial that has been recently built in the area and this too would need supporting facilities, tour guides, refreshments and other necessary developments to help the site reach its potential.

While there appears to be a lack of accommodation within Sebokeng and Boipatong themselves, there are over 50 establishments within the adjoining areas of Vanderbijlpark/Vereeniging, i.e. areas that are less than an hour's drive from the identified sites. However, there is a need to develop support facilities such as places of accommodation and restaurants within the existing township areas.

Given the concentration of struggle-related sites within the Vereeniging/Sharpeville/Sebokeng/Boipatong/Evaton area, particularly in relation to the history of both the event that sparked the onset of the armed struggle and the signing of the 'new' constitution, there is the potential to establish an annual struggle-related event. This could be attached to an annual jazz event in Vereeniging, to draw tourists. Further research is also required to establish additional sites of struggle across Emfuleni, e.g. memorials to other past members of the struggle.

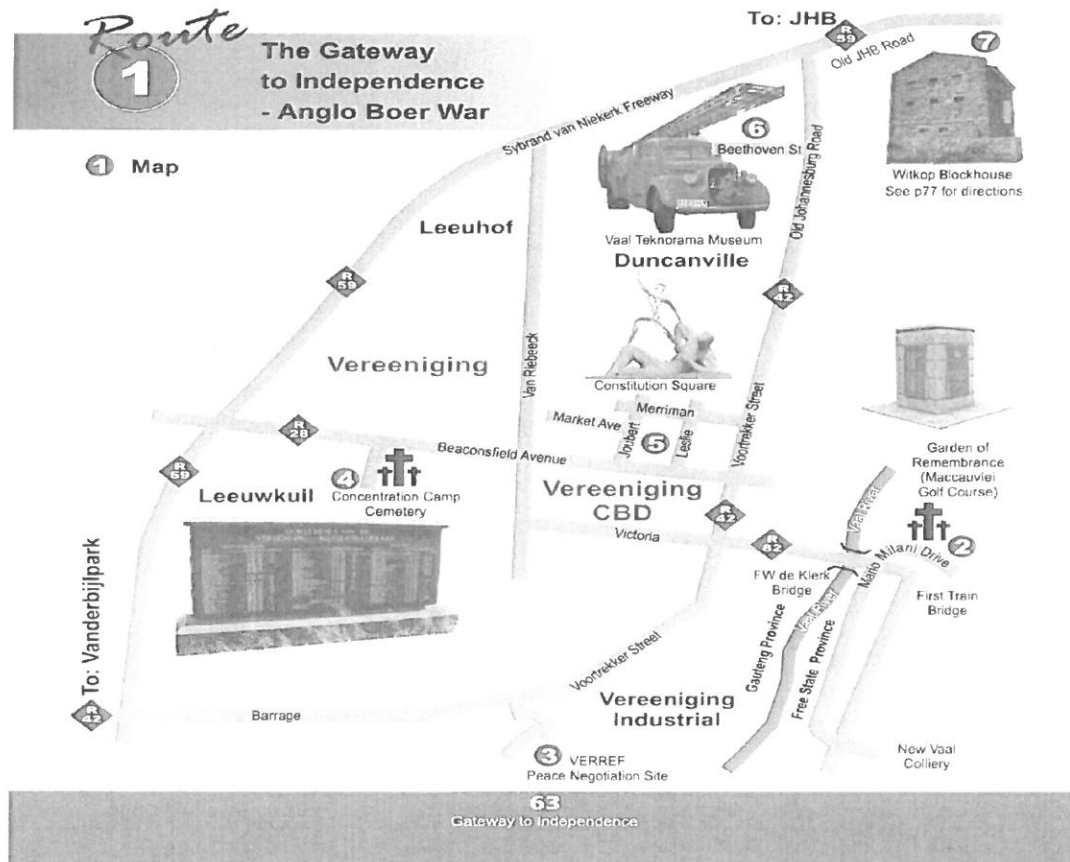
The package could involve a one-day visit to the concentration of sites around Sharpeville and Vereeniging or a two-day visit incorporating other experiences the "Gateway to Human Rights – Sharpeville" and a one-day visit to the "Gateway to Democracy – Evaton, Sebokeng, Boipatong" and a one-day visit to the "Gateway of Independence – Anglo Boer War". Alternatively, the package could be added to a broader tour of struggle sites within the Gauteng area which might include only two or three of the main sites in Sedibeng, e.g. Sharpeville Memorial and Boipatong.

~~Remove old map~~



Emfuleni Tourism Development Strategy (Revised)

Map 1: The Gateway to Independence – Anglo Boer War (Include new maps)



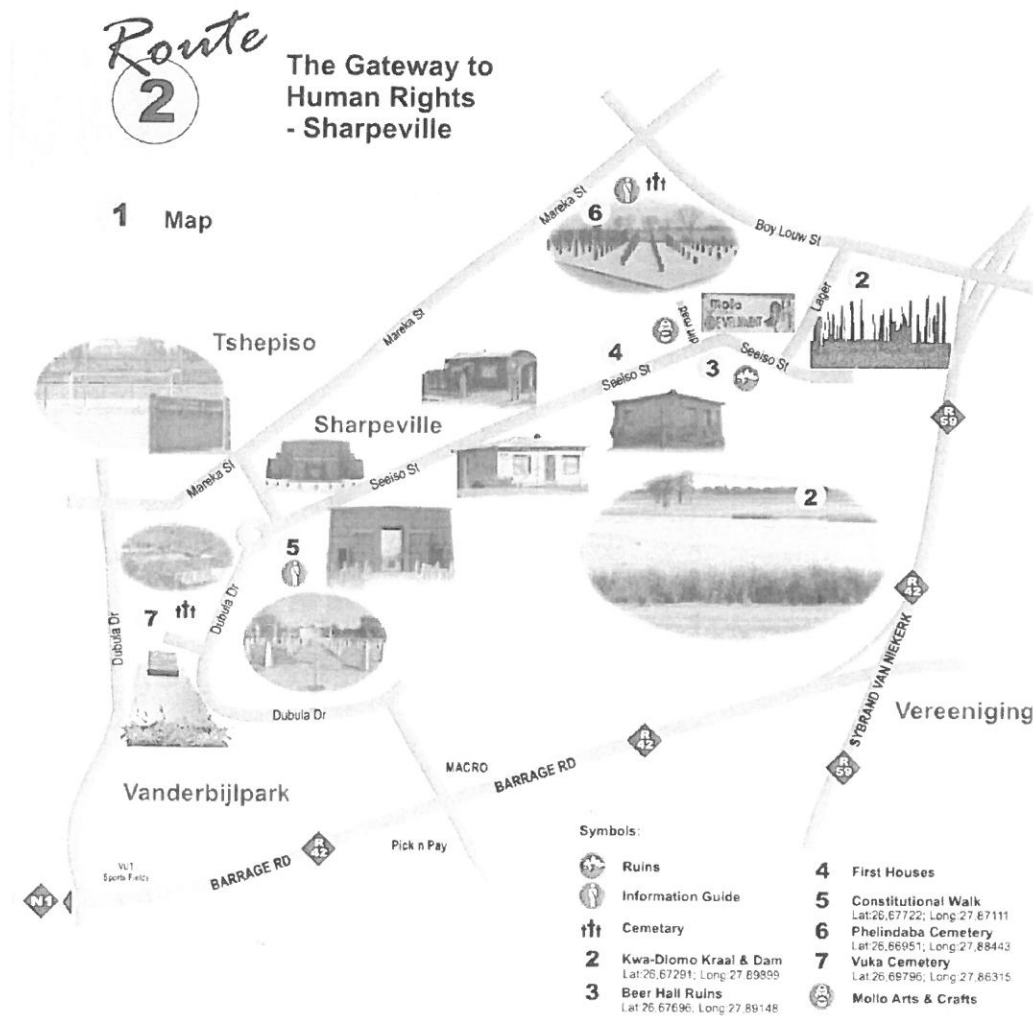
Emfuleni Tourism Development Strategy (Revised)

Map 2: The Gateway to Independence – Constitution Square Walk (Include new maps)



Emfuleni Tourism Development Strategy (Revised)

Map 3: The Gateway to Human Rights – Sharpeville (Include new maps)



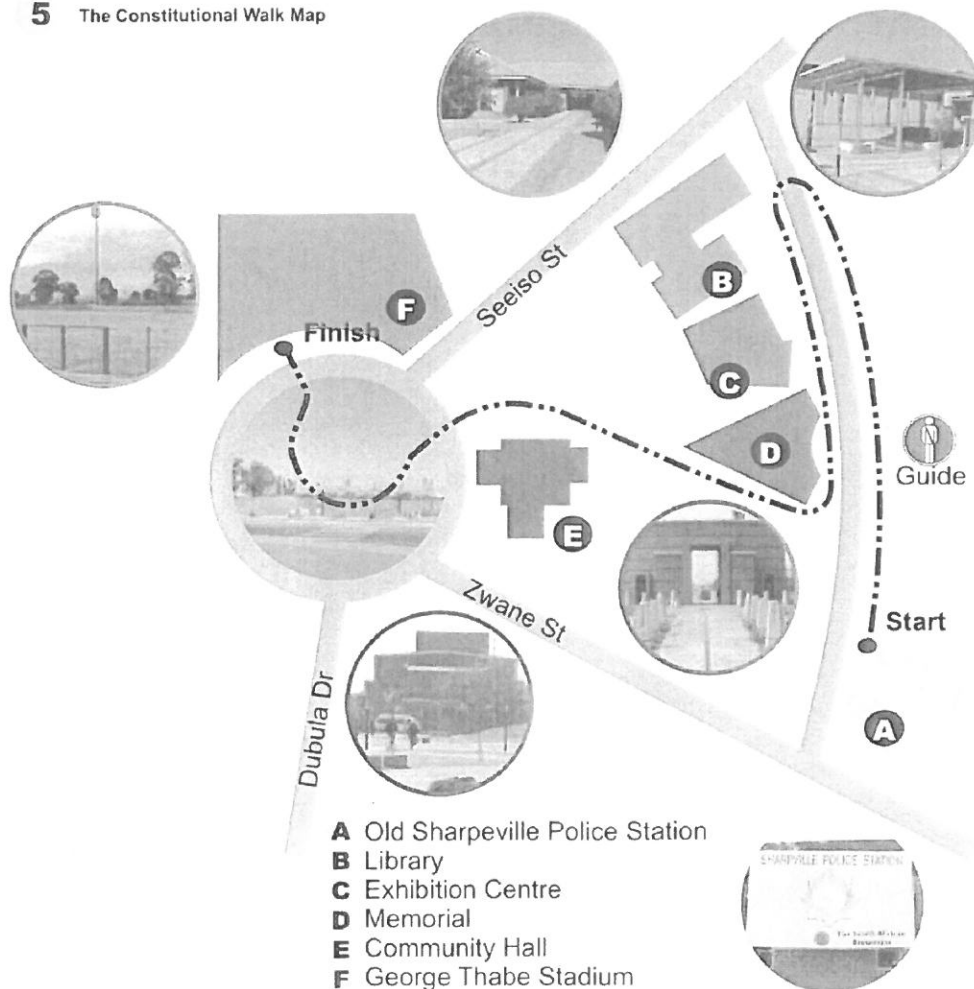
81

Gateway to Human Rights

Emfuleni Tourism Development Strategy (Revised)

Map 4: The Gateway to Human Rights – Sharpeville (Include new maps)

5 The Constitutional Walk Map



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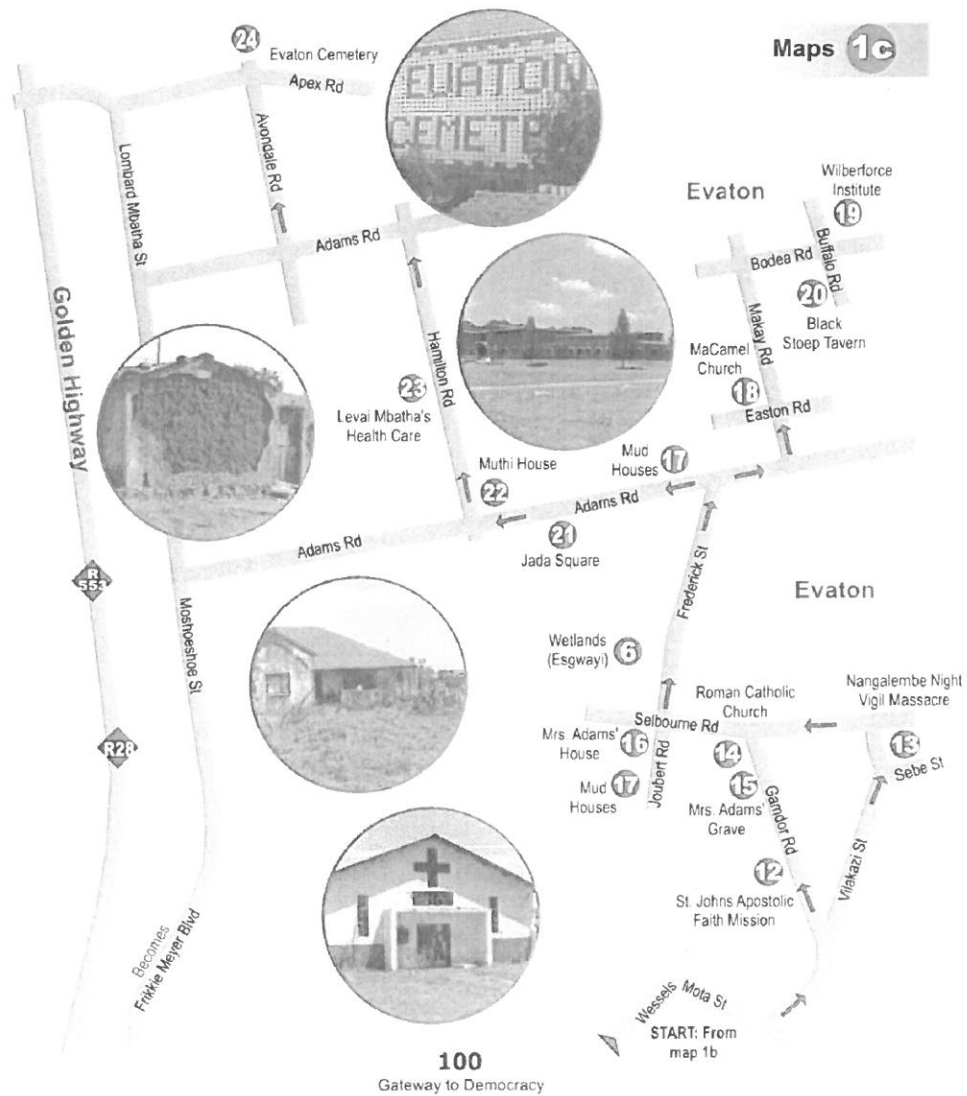
Gateway to Human Rights

Map 5: The Gateway to Democracy – Boipatong and Sebokeng (Include new maps)



Emfuleni Tourism Development Strategy (Revised)

Map 6: The Gateway to Democracy – Evaton (Include new maps)



Emfuleni Tourism Development Strategy (Revised)

2.15. Tourism signage plan

Motivation

Distinctive tourism signage will enable the easy identification of tourism routes and facilities, as well as enhance the visual identity of the area. Clear, information and creative signage can greatly enhance the visitor experience.

Recommendation

The development implementation of a the approved tourism signage policy, incorporating design and logistical considerations, is an essential part of the development of a tourism strategy for Sedibeng.

Objectives

The tourism signage strategy is intended to:

- Facilitate access and movement through the ELM
- Facilitate access to natural, cultural and historical sites and attractions
- Highlight tourism gateways, destinations, routes and supporting facilities along these routes
- Stimulate continuous appreciation and care for the environment and sites of importance
- Reinforce the branding identity of the area
- Provide signing, planning, design and development guidelines

Activities

The signage development process should include:

- An audit of existing signage
- Consultation with product owners and communities and service providers to ensure an understanding of the actual needs and requirements
- Consultation with the planning authorities regarding regulations
- Development of signage guidelines
- Development of a signage plan
- Development of a brand architecture concept and designs
- Implementation of the plan

Outputs

- Informational signs: providing information about specific events or sites
- Direction signs: providing navigational information to visitors
- Regulatory signs: giving instructions and warnings and advising or restrictions
- Speciality signs: i.e. temporary signage associated with special events and activities

Strategic partners

- Planning authorities in the ELM
- National Roads Authority
- Provincial Roads Agencies
- Land owners
- Gauteng Tourism Authority

Skills required for implementation and delivery

- Administrative skills
- Coordination skills
- Design skills
- Infrastructure management skills
- Management skills
- Marketing skills
- Planning Skills
- Research skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Funding for planning design and production
- SMME's equipped to produce signage
- Use of office equipment, including telephone, fax and email facilities

2.16. Investment and funding strategy

Motivation

Tourism has been identified as a key driver of the South African economy. But tourism will not thrive unless funding is available to turn assets into viable products supported by informed service providers, adequate infrastructure and an appropriate institutional framework.

There are essentially four funding options for tourism development:

- National, provincial and local government departments and agencies
- Public enterprise
- Private enterprise
- Grant funding: local and international

Alternatively, a combination of these, in the form of public private partnerships (PPPs), may be accessed.

Public sector tourism development agencies have clearly defined criteria for funding in terms of their vision, mission, mandate and objectives. In most instances these relate to poverty alleviation, job creation, social and infrastructure development, and are aligned with, or support, national or provincial government priorities and strategies. The key to accessing these funds is to understand the motivations of potential funders and to match these to appropriate projects.

Private sector investors, driven by the need to generate profit, have different requirements. These relate to: financial viability; commitment by the public sector to support the development through the provision of adequate infrastructure; fair, equitable and streamlined bureaucratic procedures; existence of a unified planning, development and marketing agency; a (relatively crime free environment; security to tenure – if the development happens on public land; and an ability to control risk and mediate negative influences.

Emfuleni Tourism Development Strategy (Revised)

Recommendation

It is recommended that the ELM:

- Identify projects for funding by local government
- Identify projects suitable for public sector funding
- Identify projects suitable for donor funding
- Identify projects suitable for private investment

Objectives

To identify funding sources, match projects to sources, develop funding proposals and access funds.

Activities

- Identify projects requiring funding
- Identify and access information pertaining to appropriate funding
- Prepare detailed business plans – ensure that this includes detailed information pertaining to viability/feasibility and risk analysis/management and, where relevant, that objectives are aligned with those of the potential funder or investor
- Where investment, rather than donor funding is sought, ensure that the activities outlined below and followed:

Phase 1 – research, marketing and registration

- Identification and research of optimum development sites
- Development of specific terms of reference for each development site, including optimum development model, architectural theme, environmental constraints, empowerment issues, financial
- The marketing process to include advertising, development of a web site to facilitate the distribution of the TORs, preparation and distribution of an investment brochure to a database of potential investors and, finally, correlation of receipts and the administration of the process
- Registration of all formal applicants
- Arrangements for investor conference and facilitation of the event
- Arrangements for site visits
- Closure of registration for all interested parties

Phase 2 – documentation process

- Answering of questions / develop community partnership
- Development of business plans and tender documents
- Submission of the tender documents

Phase 3 – evaluation process

- Appointment of technical and financial adjudication committees, including auditors and legal
- Opening of tenders and preliminary evaluation
- Confirmation of preferred bidder status
- Presentation by preferred bidders to the adjudication team
- Formal awarding of preferred bidder status
- Drafting of lease agreements and other legal issues
- Signing of lease agreements and the final awarding of tenders

Emfuleni Tourism Development Strategy (Revised)

Outputs

- Linkages to funders
- Funding proposals
- Funding

Strategic partners

National government departments and agencies:

- Black Business Suppliers Development Programme (BBSDP)
- ~~DEAT: International Tourism Marketing Aid Scheme (ITMAS)~~
- DTI: Destination Development
- ~~DEAT: Poverty Relief Programme~~
- ~~DEAT: Tourism Infrastructure Investment Programme (TIIP)~~
- DTI: Small Medium Enterprise Development Programme (SMEDP)
- DTI: Ntsika Enterprise Promotion Agency
- DTI: Small Enterprise Development Agency (SEDA)
- DTI: The Franchise Advice and Information Network (FRAIN)
- ~~DTI: Business Referral and Information Network (BRAIN)~~
- DTI: NAMAC Trust
- Umsombomvu Youth Fund
- National Youth Development Agency (NYDA)
- National Empowerment Fund (NEFCORP)
- SEDA: One Municipality One Product (OMOP)

Provincial government departments and agencies:

- Gauteng Tourism Authority (GTA): Tourism Development Fund

Public enterprise funding and development agencies

- Development bank of South Africa (DBSA)
- Gauteng Enterprise Propella (GEP)
- Industrial development corporation (IDC)
- Khula Enterprise Finance Ltd
- National Lottery Distribution Trust fund (NLDTF)
- ~~Community Public Private Partnership Programme (CPPP)~~

Private sector investment:

- Business Partners Ltd
- National Empowerment Fund Corporation (NEFCORP)
- Tourism Enterprise Programme (TEP)

International funding and development agencies and corporations:

- Department Of International Development (DFID) – United Kingdom
- Deutsche Gesellschaft Für Technische Zusammenarbeit (GTZ) – Germany

- NORAD – Norway

Skills required for implementation and delivery

- Business planning skills
- Coordination skills
- Finance management skills
- Fundraising skills
- Management skills
- Organisational skills
- Planning Skills
- Project management skills
- Public relations skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Funding
- Fully equipped office with phone, fax and internet facilities
- Resources for preparing, printing and distributing funding proposals and presentations

2.17. SMME support programme

Motivation

One of the key objectives of tourism development in Emfuleni is that it become a catalyst for economic development, poverty alleviation and job creation. This will be achieved by developing viable tourism enterprises and sustainable tourism industry in Emfuleni.

Recommendations

The SMME support programme aims to provide SMME's with the support that they require for their businesses to develop. Aside from training other forms of support include:

- Assistance in accessing loans and grants in order to further develop the business. E.g. to expand the premises or purchase new equipment
- Assistance with linking the business into the broader tourism market
- Assistance in tendering for contracts
- Assistance with marketing the business
- Assistance with understanding and navigating regulations, e.g. licensing regulations for shebeens

Objectives

- Identification of tourism related enterprises
- Consultation regarding the needs of identified enterprises
- Establishment of an SMME support mechanism (this may be linked to existing initiatives within the SDM or local municipalities)
- Identification and formalisation of partnerships with relevant service providers and funders

Emfuleni Tourism Development Strategy (Revised)

- Ongoing support and monitoring of needs, activities and progress

Outputs

A range of SMME support initiatives.

Strategic partners

- Black Business Suppliers Development Programme (BBSDP)
- National Department of Tourism (NDT)
- ~~Department of Environmental Affairs and Tourism (DEAT)~~
- Department of Trade and Industry (DTI)
- Industrial Development Corporation (IDC)
- Khula Enterprise Finance Ltd
- Tourism Enterprise Programme (TEP)
- Umsobomvu Youth Fund
- National Empowerment Fund (NEFCORP)
- SEDA: One Municipality One Product (OMOP)

Skills required for implementations and delivery

- Administrative skills
- Business planning skills
- Capacity development skills
- Community liaison skills
- Coordination skills
- Finance management skills
- Fundraising skills
- Human resource management skills
- Information management skills
- Infrastructure management skills
- Management skills
- Marketing skills
- Materials development skills
- Mentorship skills
- Organisational skills
- Planning Skills
- Product development skills
- Project management skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Funding
- Venue
- Fully equipped office

Emfuleni Tourism Development Strategy (Revised)

2.18. Public awareness programme

Motivation

A public awareness programme of the impacts of litter on aspects such as tourism is the first step in reducing solid waste in specific areas, which have a high tourism potential, and thereby enhance the quality of the environment, which in turn will enhance the attractiveness of the area for tourists.

Recommendation

It is recommended that a target public awareness programme be implemented in Emfuleni, using officials from the environmental and tourism departments of the municipality to firstly identify a few specific areas for the programme and then to undertake an advertising and lecturing campaign in those areas. This will begin to raise awareness of the links between the state of the environment, environmental sustainability and tourism. It can also be used as a foundation for further awareness campaigns around issues that impact on the attraction of tourists such as friendliness and crime.

Objectives

The objectives of the public awareness programme are to:

- Identify critical tourism areas affected by litter and solid waste pollution
- Raise local community's awareness of the impact of solid waste pollution on the attraction of tourists and the associated potential financial benefits
- Enhance the environmental quality of these areas

Activities

Organise a task team within the municipality including the Environmental department to undertake the following:

- Prioritise areas within the municipal area to begin the programme
- Liaise with local municipality solid waste removal sections to ensure that they are providing the necessary waste removal service to the selected areas
- Design, print and erect advertising posters within the targeted areas
- Providing training to community-based development facilitators (those linked to ward development committees) to give lectures at schools, community meetings etc. on the impacts of solid waste
- Publicise the programme and invite feed-back from the affected community's on their impressions of the campaign and the methods used.

Output

An advertising campaign and a series of lectures in each of the targeted communities

Strategic partners

- Local municipality environmental departments – to ensure a coordinated programme
- Environmental organisations – mentorship, lecture content, resources to support the campaign
- Local community development or related committees contacts within the community, access to potential lecturers, resources to support the campaign

Skills required for implantation and delivery

- Mentorship skills
- Advertising design skills
- Public relations skills
- Coordination skills
- Management skills
- Administrative skills
- Community liaison skills
- Communication skills

Resources required for implementation

Resources required include:

- Funds to cover the design, printing and distribution of advertising campaign boards
- Funds to increase the solid waste service levels in the targeted areas if necessary
- Funds for the services of community-based lecturers and their incidental costs, including transport
- Lecturing materials

2.19. Land use environmental management for tourism programme

Motivation

The town planning department of the municipality reviews the Emfuleni spatial development framework (SDF) annually. While this document is meant to incorporate the needs of aspects such as tourism. Given the importance of tourism as a stimulant for local economic development there is a need to ensure that the requirements of the existing and potential tourism attractions/assets are sufficiently prioritised and integrated into this document, thereby enhancing and sustaining the quality of the environment, which in turn will enhance the attractiveness of the area for tourists.

Recommendation

It is recommended that a land use and environmental management for tourism programme be implemented in Emfuleni, using officials from the environmental, planning and tourism departments of the municipality to coordinate the preparation of the land use management plan.

Objectives

The objectives of the environmental management programme are to:

- Ensure that the physical environment, particularly those areas that are tourism attractions or potential attractions are enhanced and protected from degradation
- Ensure that the critical tourism areas in Emfuleni are reflected in the spatial development framework and in the emerging land use management plan
- Sustain the environmental quality of the Emfuleni

Emfuleni Tourism Development Strategy (Revised)

Activities

Organise a task team to undertake the following:

- Identify critical tourism areas that should be shown in the spatial development framework as priority investment areas
- Identify critical natural tourism attractions that should be shown in the spatial development framework as protected or conservation areas
- Devise appropriate land use zones and regulations for tourist attractions to input into the formulation of a consolidated Land Use management plan for the area.
- Publicise the programme to obtain input existing and potential stakeholders

Output

Ensured specialist tourism input into the preparation of the spatial development framework and the land use management plan.

Strategic partners

- Local municipality environmental, town planning and tourism departments – to ensure a coordinated programme
- Environmental organisation – mentorship, resources to support the inputs into the various plans
- Local community development committees or related committees – contacts within the community, access to potential stakeholders, resources to contribute to the inputs

Skills required for implementation and delivery

- Negotiation skills
- Technical skills
- Coordination skills
- Management skills
- Administrative skills
- Community liaison skills
- Communication skills

Resources required for implementation

Resources required include:

- Funds to cover additional skilled resources that may be required to assist municipal officials in preparing the inputs into the SDF document
- Funds for community participation workshops

Emfuleni Tourism Development Strategy (Revised)

2.20. Air pollution monitoring and intervention programme

Motivation

An air pollution monitoring and intervention programme is another step in reducing the current high levels of air pollution in specific areas, which have a high tourism potential, and thereby enhance the quality of the environment, which in turn will improve the impression of the area for tourists.

Recommendation

It is recommended that a targeted air pollution monitoring and intervention programme be implemented in Emfuleni, using officials from the environmental and tourism departments of the municipality to firstly identify a few specific areas from the programme and then to undertake monitoring and intervention actions in those specified areas. This programme will begin to put pressure on current industrial perpetrators of air pollution to improve their pollution reduction mechanism, and to begin to seek alternative methods of heating for local communities.

Objectives

The objectives of the air pollution monitoring and intervention programme are to:

- Identify critical tourism areas affected by air pollution
- Obtain and place air pollution monitors in strategic tourism areas
- Monitor air pollution levels on a regular basis
- Research alternative electricity billing mechanisms to encourage communities to reduce their dependence on coal fired heating and to utilise electricity or alternative energy
- Research incentive and punitive mechanisms for encouraging industries to reduce their air pollution outputs
- Implement air pollution control incentives and regulations
- Enhance the environmental air quality of the most polluted areas of Emfuleni area

Activities

Constitute a task team amongst to undertake the following:

- Priorities areas within the municipality to begin the programme
- Purchase air monitoring equipment and appoint appropriate staff to undertake the monitoring and control of air pollution
- Appoint specialist to undertake research into alternative electricity billing mechanisms and alternative appropriate energy sources
- Appoint specialist to research appropriate incentive and punitive methods for encouraging industries to reduce their pollution outputs
- Publicise the programme and invite feed-back from the affected community's on their impressions of the programme

Outputs

Research on electricity billing mechanisms, alternative energy options, research on incentive and punitive mechanisms for air pollution control. An implementation of air pollution monitoring and control/enforcement.

Emfuleni Tourism Development Strategy (Revised)

Strategic partners

- Local municipality environmental, town planning and tourism departments – to ensure a coordinated programme
- Environmental organisation – mentorship, research skills, resources to support the research, resources to support the air monitoring functions

Skills required for implementation and delivery

- Research skills
- Technical skills
- Public relations skills
- Coordination skills
- Management skills
- Administrative skills
- Community liaison skills
- Communication skills

Resources required for implementation

Resources required include:

- Funds to cover the purchase of air monitoring equipment
- Funds to appoint air monitors and enforcers as well as to fund the functions of monitoring and control
- Funds to appoint research specialists

2.21. Tourism growth strategy

Motivation

If tourism is to grow and thrive in the ELM area, it is vital that policies and strategies to increase tourism volume, spend, length of stay and distribution throughout the area achieve the following:

Alignment with national and provincial initiatives, strategies and legislation

Synergy between tourism growth, product development and marketing strategies

Recommendations

It is recommended the ELM focus on the issue of growing tourism in the area and ensuring synergy between relevant programmes to achieve this.

Objectives

- Increase volume – increase tourism volumes at high and sustainable rates
- Increase spend – increase total spend by tourists in Emfuleni
- Optimise length of stay – Optimise length of stay to maximise revenue yield.
- Improve distribution – improve volume and spend distribution around the area and throughout the year

Emfuleni Tourism Development Strategy (Revised)

- Promote transformation – improve activity and spend patterns to enable transformation and promote black economic empowerment

The role of Tourism to facilitate tourism growth is clarified below.

- Understand who is out there – Do research to inform the choice about in which market spaces we will 'play'. Facilitate industry insights on customer products and service needs.
- Choose who we can and want to get here – Do the choice-making for core markets. Lead the choice making process for other markets.
- Get them here – Do and lead marketing in core markets. Facilitate the unblocking of barriers. Facilitate packaging for core markets.
- Get them to the product – Facilitate the tourist product connect. Facilitate appropriate product development.
- Ensure they have a good experience – Monitor tourism satisfaction and experience. Learn from feedback. Facilitate learning by industry.

Activities

- Strategic planning
- Market research
- Marketing
- Product development and packaging
- Capacity building and training
- Registration and quality assurance

Outputs

- Growth in number of visitors
- Growth in tourism expenditure
- Extended length of stay in the area
- Improved distribution of tourists throughout the area

Strategic Partners

- SA Tourism
- Gauteng Tourism Authority
- Other tourism research marketing, product development, training and capacity development partners

Skills required for implementation and delivery

- Business planning skills
- Capacity development skills
- Communication skills
- Human resource management skills
- Information management skills
- Management skills
- Marketing skills
- Product development skills
- Public relations skills
- Strategic planning skills

Emfuleni Tourism Development Strategy (Revised)

Resources required for implementation

- Funding
- Use of a fully equipped office
- Links to partners

2.22. Tourism research programme

Motivation

Research is the basis for all strategic planning and marketing decisions. Research structures, systems and methods of collection and distribution, and the formation of partnerships are key areas to be addressed.

Information collected should be synthesised and disseminated to all stakeholders in the area.

Recommendation

It is proposed that a research capacity be established in the ELM tourism development section. This team should convene a market research task group made up of relevant stakeholders to collect and disseminate relevant information to the industry and to ensure that community-based and private sector tourism development agencies have access to relevant research reports and documentation.

The research team should develop a coordinated system of questionnaires and other feedback mechanisms to encourage the collection of accurate statistics for the region and facilitate monitoring and planning. The information could be updated and posted on a tourism website accessible by member tourism businesses.

Objectives

- Monitor tourist trends, and communicate these to the industry and other stakeholders
- Monitor new developments, opportunities and initiatives, and communicate these to the industry and other stakeholders
- Monitor visitor response to tourism attractions and services in Emfuleni, and communicate these to the industry and other stakeholders

Activities

- Establish a dedicated research function
- Convene a research task group comprising knowledgeable individuals in the industry
- Develop a coordinated system of questionnaires and other feedback mechanisms to assess visitor response
- Establish a central, accessible repository of information
- Establish appropriate communication strategies to share information with the industry and other stakeholders
- Develop coordinated systems and mechanisms to report on the performance of the industry – tourist arrivals, occupancy, spend, job created, newly established SMMEs, etc
- Assist service providers and others to identify appropriate research for their business needs
- Liaise with partners to access research material on an ongoing basis

Outputs

- Research task team
- Visitor response mechanisms
- Industry reporting mechanisms
- Repository of information

Strategic partners

- Gauteng Tourism Authority
- Statistics SA
- SA Tourism
- Government Communication and Information System (GCIS)
- World Travel and Tourism Council (WTTC)
- Industry organisations including the Tourism Grading Council, SATSA, SATI, FEDHASA, TBCSA, THETA CATHSSETA, DEAT NDT and academic institutions

Skills required for implementation and delivery

- Administrative skills
- Communications skills
- Community liaison skills
- Computer skills
- Coordination skills
- Customer service skills
- Information management skills
- Management skills
- Materials development skills
- Organisational skills
- Public relations skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Funding
- Fully equipped office
- Access to partners

2.23. Tourism marketing strategy

Motivation

An effective marketing strategy is critical to the growth of tourism in Emfuleni. This should take into account the need to brand the area, develop and package tourism products in accordance with the needs and expectations of clearly identified market segments, and disseminate information about the area through a range of communication channels. This will require the cooperation and input of all involved in the tourism sector in the ELM.

Emfuleni Tourism Development Strategy (Revised)

Recommendations

It is recommended that an integrated marketing programme be developed and implemented as a matter of urgency. More detailed recommendations are presented on the pages that follow.

Objectives

The objectives of the tourism marketing strategy are to:

- Develop a marketing strategy for Sedibeng that encourages and mobilises the resources and efforts of all tourism stakeholders in support of a shared vision
- Encourage increased numbers of tourist to visit the area
- Expose and publicise Emfuleni and its attractions to the domestic and international market, in association with provincial and national tourism organisations and partners.

Activities

Development of a tourism marketing strategy.

Outputs

- Tourism marketing strategy

Strategic partners

- SA Tourism and Department of Tourism – programme funding
- Gauteng Tourism Agency – marketing support and funding source
- Johannesburg, Ekurhuleni and Tshwane Metropolitan Council – collaboration and information sharing
- Free State, North West and Mpumalanga Tourism Authority – collaboration and information sharing
- Midlands Meander – best practice model
- The Department of Trade and Industry and TISA – investment promotion and incentives
- ~~DACEL – programme funding~~
- ~~DACST – programme funding~~

Skills required for implementation and delivery

- Administrative skills
- Advertising sales skills
- Business planning skills
- Communication skills
- Community liaison skills
- Computer skills
- Coordination skills
- Customer service skills
- Data capture skills
- Data collection skills
- Design skills
- Human resource management skills

- Information management skills
- Management skills
- Marketing skills
- Materials development skills
- Mentorship skills
- Organisational skills
- Planning skills
- Product development skills
- Public relations skills
- Research skills
- Strategic planning skills
- Tourism research skills

Resources required for implementation

- Use of a fully equipped office
- Funding