

To value our heritage in all its dimensions, to care for it as a treasure bequeathed to us by our ancestors, to recognize that it is our duty to transmit it intact to our children, is a sign of wisdom.

***Koïchiro Matsuura, Director-General of UNESCO
(in UNESCO, 2003:8)***

1. INTRODUCTION

The Vredefort Dome is the most clearly identifiable, largest and oldest meteorite impact crater in the world and lies in the North West and Free State Provinces. The South African Heritage Resources Agency (SAHRA) declared the dome a National Heritage Site in 2002 and UNESCO declared it a World Heritage Site in 2005.

This section of the integrated management plan addresses the communication and marketing section for the Vredefort Dome World Heritage Site (VDWHS).

It should be kept in mind that all the actions taken should adhere to the vision set for the dome, which firstly entails to conserve, while allowing for sustainable development.

Proposed Vision for the Vredefort Dome World Heritage Site

To conserve foremost geological, as well as the cultural and biodiverse uniqueness of the largest and oldest meteorite impact crater in the world for future generations, while creating opportunities for sustainable development, with the aim of creating an example of international best practice in world heritage site management.¹

¹ This vision for the VDWHS is a suggestion and still needs to be agreed upon by all involved.

2. GOALS OF THE COMMUNICATION AND MARKETING PLAN

The communication and marketing plan should include the objectives as set out by UNESCO, the terms of reference document (TOR) (DTEEA, 2006) and the AGES proposal. (The Free State Department of Tourism, Environmental and Economic Affairs (DTEEA), in collaboration with the North West Department of Agriculture, Conservation and Environment (DACE) and the national Department of Environmental Affairs and Tourism (DEAT) prepared the Terms of Reference (TOR) for the IMP project.)

UNESCO's (UNESCO, 2005a:7) strategic objectives refers to increasing public awareness, involvement and support for the World Heritage through communication, while strengthening the credibility of the World Heritage List. Furthermore stakeholders should have a shared understanding of the site, and should be involved in the site as part of, amongst others, an effective management system (UNESCO, 2005a:26).

The TOR document (DTEEA, 2006) places emphasis on interaction (engagement) and participation of and with stakeholders in order to gain mutual understanding and the building of relationships with these stakeholders (i.e. local municipalities, community, tourism etc.). Specific reference is made to marketing where branding is mentioned under the tourism heading. Implying an image / identity / recognizable entity for the Dome, in order for people to relate to the place and differentiate it from other WHS places.

The AGES proposal also refers to marketing under the tourism section, referring to creating an identity for the VDWHS and tourism marketing, as well as the importance of stakeholder engagement.

The goals of the communication and marketing plan for the VDWHS can thus be summarised as follows:

- **Interaction, engagement, participation of and with all stakeholders regarding the VDWHS (this should include providing stakeholders with updated information in an easily available format)**
- **Creating awareness of the VDWHS**
- **Making available information and education regarding the VDWHS (education and upliftment)**
- **Marketing of the VDWHS for tourism purposes**

It is important to remember that the final aim of communication and marketing initiatives are to create longstanding relationships with the stakeholders.

In the case of this plan, communication and marketing will be treated in one plan. During all the above processes public participation is of utmost importance.

3. POLICIES, REGULATIONS AND PRESCRIPTS INFLUENCING COMMUNICATION AND MARKETING FOR THE VDWHS

The MA should differentiate between policies and regulations that pertain to **how** communication and marketing should be done, and policies and regulations that should **be communicated to stakeholders** as it may influence their actions within the VDWHS area. Although there are a myriad of policies and regulations applicable to such a site, the main ones are reported in table 1. It would be of great value for the communication practitioner

appointed in the VDWHS to study the policies and regulation applicable.

Table 1: Policies and regulations to be communicated

Policies and regulations		
	...that pertain to how communication and marketing should be done	...that should be communicated to various stakeholders
National Heritage Resources Act, No 25 of 1999	✓	✓
World Heritage Convention Act, No 49 of 1999	✓	✓
National Environmental Management Act, No. 107 of 1998	✓	✓
Cultural Institutions Act, No. 119 of 1998	✓	
Development Facilitation Act, No. 67 of 1995	✓	✓
Local Government: Municipal Structures Act, No. 117 of 1998.	✓	
Local Government: Municipal Systems Act, No. 32 of 2000.	✓	
Occupational Health and Safety Act 85 of 1993.		✓
Advertising on Roads and Ribbon Development Act (21 of 1940)	✓	✓

The country’s regulations, the Tourism White Paper (1996), the King II Report and the guidelines by UNESCO give a lot of detail on how communication, marketing and specifically tourism should be addressed (See table 2). However, the following three main actions that must be contained in the communication and marketing plan from a legal point of view is:

- Access to information is crucial and should receive attention. Various kinds of information should be made available to different stakeholders.
- A consultation process should be followed with stakeholders where their opinions are taken into account.
- Responsible tourism should be conducted that take conservation of the VDWHS into account.

Furthermore UNESCO prescribes in their operational guidelines how their logo and the World Heritage emblem should be used and how promotions should be done in the VDWHS (See Appendix 1).

Table 2: Summary of the communication, marketing and tourism implications of policies and regulations

Regulations	Implications for communication, marketing and tourism
South African Constitution	<ul style="list-style-type: none"> • All people’s human rights should be taken into account • Access to information
King II Report	<ul style="list-style-type: none"> • Reporting should be done on the financial, people and conservation levels • Stakeholder engagement processes must be followed

Regulations	Implications for communication, marketing and tourism
National Heritage Resources Act, No 25 of 1999	<ul style="list-style-type: none"> • Public participation in the management of the WHS • Promote the use of place where appropriate • Erect tourist information: explanatory plaques and interpretive facilities, including interpretive centres and visitor facilities as well as memorials • Training of tourist guides • All heritage resources in the VDWHS will become the responsibility of SAHRA when declared a NHS
World Heritage Convention Act, No 49 of 1999	<ul style="list-style-type: none"> • Protection and conservation of the area • Empowerment and advancement of historically disadvantaged persons • Following a people-centred and participatory approach – being sensitive to the needs of various people • Heritage education and awareness
National Environmental Management Act, No. 107 of 1998	<ul style="list-style-type: none"> • Permissions for types of activities within the VDWHS area i.e. tourist activities • Place an importance on sustainable development and public involvement
Cultural Institutions Act, No. 119 of 1998	<ul style="list-style-type: none"> • Establishment of cultural institutions i.e. museums
Development Facilitation Act, No. 67 of 1995	<ul style="list-style-type: none"> • Establishment of provincial Development Tribunals to consider land development applications for planned residential and small-scale farming developments

Regulations	Implications for communication, marketing and tourism
Local Government: Municipal Structures Act, No. 117 of 1998.	<ul style="list-style-type: none"> Describe the functions of a district municipality to include tourism promotion
Local Government: Municipal Systems Act, No. 32 of 2000	<ul style="list-style-type: none"> MA plans need to be in line with the provincial government planning and development plans, regional planning and development plans and local government planning and development plans
Occupational Health and Safety Act 85 of 1993.	<ul style="list-style-type: none"> Guide the employers in the VDWHS as to the health and safety of their employees
Advertising on Roads and Ribbon Development Act (21 of 1940)	<ul style="list-style-type: none"> Describes signage rules along roads

4. CURRENT SITUATION WITH REGARD TO COMMUNICATION AND MARKETING IN THE VDWHS

Most WHSs focus on the tourism marketing and the government and community engagement processes, however no specific documentation is available that list all the aspects that should be included in a communication and marketing plan for a WHS (Wilson & Boyle, 2006:504). It was however found that:

- interorganisational and intergovernmental collaboration is currently underutilised in the strategic management of WHS,

- that the problems that has been reported were created due to a lack of interaction with stakeholders,
- that management authorities should be proactive in engaging stakeholders in the management of a WHS,
- management objectives should be jointly agreed between the management authority and stakeholders, and
- that stakeholders should include amongst others local authorities, tourist boards, education bodies, community representatives, private sector organisations and transport organizations

(Aas, Ladkin & Fletcher, 2005:33, 44; UNESCO, 2005a; Wilson & Boyle, 2006:501, 504, 520).

4.1. UNIQUENESS OF THE VDWHS IN SOUTH AFRICA

In South Africa the King II Report, as well as the country's specific political, economic and cultural environment, enforces an emphasis on human rights, stakeholder engagement, sustainable development and environmental reporting.

The MA also faces challenges in that the VDWHS include complex ownership of the site. The most part of the VDWHS is owned by a large number of private individuals, many not even living in the area. Furthermore a great number of very diverse organisations and individuals are involved in the site (Wilson & Boyle, 2006:503).

Other challenges include the low educational level of most of the inhabitants of Vredefort and the rural areas (Aucamp, 2007:6) and Vredefort, the centre of the VDWHS, is the least developed town in the area (Aucamp, 2007:6).

Therefore a unique approach that embraces the unique characteristics of the country and the VDWHS specifically is needed.

4.2. PREVIOUS WORK DONE ON COMMUNICATION AND MARKETING FOR THE VDWHS

There have been various efforts made to communicate issues and market the VDWHS.

4.2.1. CURRENT INFORMATION CENTERS

Current tourist information centres exist in Venterskroon and Parys, with the Potchefstroom museum adding some interesting information.

- **Venterskroon Information Centre**

A very rudimentary information centre exists in Venterskroon where rock samples, geological, birding and invasive species posters, and reading material is available (Rensburg & Hattingh, 2007:26-27).

- **Parys Tourist Information Centre**

The tourist information centre in Parys is run by the Parys Development Forum. The forum consists of businesses in the Parys area which pays the salaries of tourist information officials. Documentation on the VDWHS and information on the tourist facilities in the area are available here.

- **Potchefstroom Museum**

The Potchefstroom museum has exhibits and material of special importance to the VDWHS (Du Pisani, 2007:22).

All the current tourist centres are very small and have limited resources (information, pamphlets, books, people, funds etc.) available. In order to establish the VDWHS as an attraction to be visited it would need to have a central comprehensive information centre.

4.2.2. PUBLICATIONS AND DOCUMENTATION

Various tourist information publications, published and informal, have been circulated in the VDWHS. Many books, articles and other documentation on the area also exist.

VDHWS project documentation includes the following (Schoeman, 2007:23):

- Vredefort Dome Conservancy: Strategic Development and Management Plan (Contour Project Managers, 2002)
- Vredefort Dome, South Africa, World Heritage Evaluation-Technical Evaluation Report (IUCN, 2004)
- Vredefort Dome: Cultural Heritage Survey and Conservation Management Plan (BKS Consulting Engineers, 2004)
- Vredefort Dome World Heritage Site: Proposal towards an integrated Land Use Management Scheme for both the Free State and North West Province in the VDWHS (PlanCentre Consortium, 2006)
- VDWHS: Strategic Environmental Assessment Project (African EPA Consortium, 2006)

- VDWHS: Sense of Place Report (North West University - Potchefstroom Campus, 2006)

Then there are also brochures books, articles and other types of information available which were reported in the other sections of the IMP:

Brochures

- A brochure compiled by R Gibson commissioned by the Free State Government is very handy for generalists and available in English, Afrikaans and Sesotho.
- Unpublished geological excursion guides used for field visits of particular points of geological interest in the Vredefort Dome.

Books

- The book "Essense of a Land" with a chapter on the Vredefort Dome.
- Bogom (Baboons – tales, traits and troubles) – photo book about two baboon tribes in the VDWHS by Prof Attie Gerber.
- Meteorite Impact: The danger from Space and South Africa's mega-impact the Vredefort Structure by Reimold, WU and Gibson, RL with a chapter by A Pelsler, M Naude, K Balkwill. 2005. Chris van Rensburg Publications (Pty) Limited.
- Moments in the history of the Transvaal section of the Vredefort Dome from a philatelic perspective, by Prof Okkie de Jager.

Articles

- Research papers published in scientific journals.
- Abstracts of the proceedings of geological congresses.

Other

- A DVD by Professor A Gerber from North West University.
- A calendar with pictures of the VDWHS by Professor A Gerber from North West University.
- Prof Okkie de Jager's compilation of historical documents.

- The technical papers submitted for the application of World Heritage Status for the Vredefort Dome.
- The most recent geological map of the Vredefort Dome and supplemental description of the map. The most recent comprehensive and detailed map of the Vredefort Structure is: Geology of the Vredefort Dome, Bischoff, AA and Mayer, JJ. 1999. Council for Geoscience –Pretoria. 49p.
- Chapters in geology textbooks.
- Bibliography of the scientific literature up to 2001 (Reimold & Coney, 2001 in Rensburg & Hattingh, 2007:25-26).
- In appendix 2 and 2a of the Geology Plan of the IMP a list of peer-reviewed articles pertaining to the geology of the VDHWS is listed (Rensburg & Hattingh, 2007:25-26).
- Lookout points and private displays on some private properties provide visitors with information regarding the geology of the Vredefort Dome, e.g. Thabela Thabeng, Smilin Thru’.

4.2.3. BACKGROUND TO SEA AND SOP

The North West Department of Agriculture, Conservation and Environment (North West DACE) and the Free State Department of Environment and Economic Affairs (Free State DEEA) commissioned the “Vredefort Dome Strategic Environmental Assessment” (SEA) done in July 2006 and the “Vredefort Dome World Heritage Site: Determination of Sense of Place” (SOP) completed in November 2006. African EPA was appointed to complete the tasks and incorporated specialists where necessary. The Sense of Place study was then used as background to develop a logo for the VDWHS.

4.2.3.1. "Vredefort Dome Strategic Environmental Assessment" (SEA)

The SEA (Van Rensburg, Drewes, Puren, & Roos, 2006:54) states that the goals for communication and marketing efforts are internal communication between landowners and operators inside the VDWHS, the marketing and interpretation of the VDWHS and its unique attributes to target markets and to procure and manage funding to implement the strategies of VDWHS. All the above should be done through a "...comprehensive public participation process" (Van Rensburg, Drewes, Puren, & Roos, 2006:52).

Although the importance of public participation was stressed, the SEA focused very strongly on the main stakeholders namely landowners, tourists and government participants, such as government and municipal officials and representatives, land use consultants, councillors, Ward Committees (Van Rensburg, Drewes, Puren, & Roos, 2006:64-65). For instance "a strong private landowners management involvement within the law" (Van Rensburg, Drewes, Puren, & Roos, 2006:18) was stressed.

An attempt was made to include other stakeholders through invitations and general public announcements of meetings (Van Rensburg, Drewes, Puren, & Roos, 2006:64-65). A stakeholder identification and prioritization process was however not followed which then left some stakeholders, such as local communities and businesses, more excluded from the engagement process.

Secondly the communication style adopted seems, from studying the applicable documents, to be one-way asymmetrical communication focusing on persuasion and informing stakeholders,

and not two-way symmetrical communication focusing on facilitation and negotiation with stakeholders. Although a two-way symmetrical communication process can not be followed at all times it should be the ideal that is strived for.

4.2.3.2. “Vredefort Dome World Heritage Site: Determination of Sense of Place” (SOP)

- **Research design**

As found in the study by Rogan, O’Connor & Horwitz (2005:147-158) people’s sense of place is a very complex and personal experience and should be studied through a holistic research design which allows in-depth qualitative method preferably using semi-structured interviews in order to allow people the opportunity to share information on personal values, the economic climate and special places within the environment and visions for the future.

UNESCO suggests that there are three research designs to use when completing a sense of place study. Firstly Participatory Environmental Mapping Technique should be used when determining the sense of place (Petersen, 2002:41):

The technique involves asking local people to draw maps on the ground. The exercise starts with an open-ended question, such as, “Can you draw a map of your village?” Using local materials such as sticks, stones, grass, wood and cigarette packets, or coloured chalk provided by the project officer, participants map out the village, often prompting discussion over the accuracy of the drawing. Since the process is participatory, and all the information is constantly visible to all participants, the technique

avoids the pitfalls of the typical interview, in which someone may dominate the discussion.

After the map is agreed on one can continue with more open-ended questions on the environment such as (Petersen, 2002:41):

"Is the whole area the same or are there differences?" "What else is important to show on the map?" "Have I forgotten anything?"

This can be followed up by interviews within location specifically referred to by the interviewee (Rogan, O'Connor & Horwitz, 2005:149).

The second technique, also used in the SOP process would include distributing automatic cameras to community members and asking them to photograph over a couple of days features and landscapes believed to be important. This method can only assist in compiling a community-based inventory of attractions (Petersen, 2002:41).

The third technique includes having mapping specialists walk with locals while verifying maps, participation in daily activities with locals to get to know how they experience the environment and farmer-to-farmer visits (Petersen, 2002:42).

UNESCO further suggests triangulating research data by means of using different qualitative data capturing techniques (Petersen, 2002:42).

The SOP study used a combination of a qualitative and quantitative research design, including interviews, picture analysis (school children drew pictures that were analysed), written assignments, observers and questionnaires.

By comparing the research design used in the SOP and that suggested by UNESCO, and the fact that quantitative research techniques were used together with qualitative techniques could suggest that the design used in the SOP was over-simplified, thereby possibly excluding important data. Participants need to be able to explain their own experiences and this could not be done through the use of a questionnaire.

Specifically in South Africa and Vredefort where the literacy levels are low, people might also not be fluent in their second or third language (English) and able to express themselves properly within an assignment. Respondents might also not be able to interpret questions in a questionnaire or be able to indicate relevant zones, nodes, entrances and exits on maps.

The qualitative research design also did not conform to the norm suggested for this type of research, for instance the camera technique used for the purpose of determining a community-based inventory of attractions were used in this case for a much larger concept – to determine the community's experience of their environment, and not only to determine a list of community viewed attractions. Observations were also used to determine the larger concept of sense of place, where it is usually used only to determine how people live and to compare maps to the land.

- **Sampling**

The sample used in the qualitative part of the SOP (Van Rensburg, Drewes, Puren, & Roos, 2006:10) study included:

- 13 landowners or tourist product owners
- 12 others from other cultural backgrounds
- 26 school children from Turffontein primary school

- 20 general people (photos and interviewed)
- 40 observers

The quantitative part of the SOP (Van Rensburg, Drewes, Puren, & Roos, 2006:11) included farm owners, employees / residents on farms, tourists in the area. Owners and workers were selected from 42 farms in the area that were randomly selected by using a ten percent random sample from the Title Deeds Office (Van Rensburg, Drewes, Puren, & Roos, 2006:12).

A convenience survey was conducted to determine the tourists' perceptions.

Although efforts were made to be as representative as possible, the sampling did not represent all the stakeholders that form part of the VDWHS – please refer to the stakeholder map. Businesses in the VDWHS, local communities, local crafters, NGO's operating in the area and so forth were not involved in the study. These stakeholders might have had important insights for the process.

The SOP (Van Rensburg, Drewes, Puren, & Roos, 2006:23) further stated that "All categories of respondents mainly represent male views." This is not representative of the population and the research design should make provision to obtain the views of males and females of all applicable ages. Separate focus groups or interviews could be used to overcome cultural barriers in men overpowering women during mixed focus groups.

- **Language used**

The language used in the questionnaire and research in general, is very discipline specific i.e. 'nodes', 'arsering', 'oorgangssones', 'korridors' and 'terapeutiese ondervinding'. These words will not be

clear to all respondents, even literate respondents, and could influence their responses and the results of the study.

It is stated in the SOP (Van Rensburg, Drewes, Puren, & Roos, 2006:12) that respondents were "...given background to the study in their mother tongue, and choices were explained". However experience has showed that people speaking the language used in the questionnaire (Afrikaans) would possibly not ask for explanations, even though they might not understand the wording or interpret the words similar to how the researchers intended for them to interpret the words.

Specifically when doing research in South Africa where cultures and literacy level play a role it is important to adapt the language used in the research to the literacy level and terms used by the respondents, in order to ensure respondents can reply most effectively to the questions asked.

- **Questionnaire**

Some of the questions in the questionnaire were very high level questions, which even people that lived in the area for a long time could have difficulty explaining, i.e. question 6 requested from respondents to indicate where they had a very strong, less strong and no experience of the VDWHS on a map, question 9 asks that the entrance / exit of the VDWHS be indicated on a map, question 12 asks which areas in the dome should be conserved and to indicate it once again on a map. Even literate individuals might struggle to answer such a comprehensive question.

This type of question ideally could be answered by using the Participatory Environmental Mapping Technique described above.

Furthermore the questions did not provide all possible options to answers, thus leading to loaded questions:

- In question 9 the option of 'not experiencing a specific entrance or exit to the VDWHS' were not given.
- In question 16 and 17 all possibilities to select what possible routes, buildings, nodes etc should look like, were not included.
- For instance the SEA's ecological component identified five different regional vegetation units of which were not represented in the questionnaire (De Frey & Kamffer, 2006:34-35).

- **Suggestions made by the SOP**

In general the SOP design guidelines that suggest that development should not impact on the nature and geology of the VDWHS, is in line with the UNESCO guidelines that the VDWHS needs to be conserved. However some of the specific suggestions might need to be verified due to the research design and other issues mentioned above.

The suggestion made by the SOP (Van Rensburg, Drewes, Puren, & Roos, 2006:30-32) regarding entrance nodes need to be considered taking into account the fact that the boundaries for the dome has not been defined.

One important aspect that might have been overlooked in the SOP study is the informal feel to the VDWHS area. It is a place of relaxation, where people can take a step back, relax and the everyday rat race rules to not apply. In this environment persons experience a lifestyle of previous centuries, while having the comforts of the modern age.

- **SOP used as logo development brief**

Although the SOP provides valuable information, the SOP study does not provide the ideal information for an identity development brief, as it only provides some information on urban design and planning, architecture, geography, environmental psychology (Van Rensburg, Drewes, Puren, & Roos, 2006:3).

To provide input to an identity brief one should have further information on:

- Emblems and visuals that people associate with the specific place, for instance ask questions such as: “What visual/picture/emblem makes you think of the VDWHS?”,
- Personality traits used in the description of an identity, thus questions such as: “What personality traits do you associate with the VDWHS?” or “Which animal do you associate the VDWHS with and why?”, and
- Specific words used and their meaning when describing the area.

This type of research also needs to be qualitative at the design brief stage in order to gain the most possible insight and views on the topic.

One should also keep in mind that the goal of the SOP was not to provide an identity development brief, but an understanding of how people experience the VDWHS (Van Rensburg, Drewes, Puren, & Roos, 2006:10). Since it was the first study of its kind in the VDWHS it provided very valuable information.

4.2.4. LOGO DEVELOPED FOR THE VDWHS

African EPA developed a logo for the VDWHS based on the findings from the SOP study. According to their contract with the Manager Environment Monitoring Systems, North West Province Department of Agriculture, Conservation, Environment and Tourism (DACE) they need to deliver a final logo for the VDWHS.

Attached in Appendix 2 is the presentation of logos as suggested by African EPA (This appendix also includes suggestions for the tourist centre and brochures, as suggested by African EPA).

- **The place of logo development**

African EPA seems to work from the graphic design paradigm that state that identity is equal to visual identification such as a logo and house style (Van Riel & Balmer, 1997:340). Even in this paradigm the identity was later seen to form part of the communication strategy in order to get the symbolism to align with the organizations strategy, branding and communication policies (Van Riel & Balmer, 1997:340-341).

However the field has grown to accept that that identity is determined by three factors: symbolism, behaviour (including the culture of the VDWHS) and communication (Van Riel & Balmer, 1997:341; Cornelissen & Elving, 2003:114-120). The combined use and integrated management of these three elements will lead to good stakeholder relations.

This implies that stakeholder management should be practiced in the VDWHS and that identity management is one of three aspects

thereof (Van Riel & Balmer, 1997:343). A good reputation and stakeholder management can propel stakeholders to support the VDWHS (Van Riel & Balmer, 1997:341-342).

- **The logo development process**

A logo specifically, is a very symbolic part of the creation of an identity. Therefore it is crucial to follow a consultative process, as the acceptance for the logo is symbolic of acceptance of changes within the VDWHS.

The typical logo development process was not followed in this instance:

1. Stakeholders need to be consulted regarding how they see and interpret the VDWHS site. Identity research techniques can also be used including laddering techniques, the IDU method (benefits perceived by key stakeholders as important (I), what are being delivered by the institution (D), what is perceived as unique or distinctive of the institution (U)) or Bernstein's spider web (stakeholders are asked to identify characteristics and these are eventually trimmed down to between 8 or 10 and then plotted on a scale of 1 to 10 to show the most, less and least important characteristics). This information is then used to create a brief to be used by designers.
2. Examples of possible logos are then selected and presented to the stakeholders for their opinion. Van Riel & Balmer (1997:349) once again focuses on the importance of the involvement and views of stakeholders in the development of a corporate identity.
3. According to their reaction re-design is done or the final logo selected.

The final logo should be made available with guidelines, which includes the colouring, setting, uses, application on different applications and who may use the logo. It is important to define who may use the logo and how and where it may be used, i.e. tourist product owners might want to use it. Furthermore the logo needs to be trademarked in order to protect misuse of it.

- **UNESCO and World Heritage Emblems**

Figure 1: UNESCO logo and World Heritage emblem



It is expected that both the World Heritage and UNESCO emblems be used in conjunction with any emblems for specific world heritage sites. Furthermore the emblems may only be used according to certain rules and regulations and are protected by law. The rules of how to use these emblems are given in Appendix 1.

The use of these logos now needs to be taken into account in further logo developments.

- **The current logo identification process**

African EPA is currently in the process of finalising their project on creating a logo for the VDWHS. It is recommended that this process should be concluded as soon as possible through collaboration between African EPA and DACE. Any further logo / identity

development project(s) need to be based on the findings of this process.

Although the creation of a logo is of utmost importance, it is crucial that the selected logo be acceptable to all stakeholders. The logo represents the unity and vision of the VDWHS and is a very emotional bond with the area.

If it should happen that a logo is not decided on, a separate project to create a logo should be launched.

Appendix 2 shows the logos developed by Africa EPA in collaboration with Asparagus Designs. Wording for information brochures, as well as other logo suggestions is also included.

- **Commemorative plaque**

UNESCO prescribes that a plaque should be placed close to the entrance or at a visible place to commemorate the inclusion of the site into the World Heritage List as soon as possible after including the site into the list. The wording for this plaque and the use of the UNESCO and World Heritage emblems are prescribed.

It is suggested that such a plaque be placed in this instance at all the access points to the VDWHS.

4.3. ISSUES RAISED DURING THE PUBLIC PARTICIPATION PROCESS

The main issues raised during the public participation process regarding communication included the following (information taken

from the workshops; Aucamp, 2007:11; Du Pisani, 2007:45; Schoeman, 2007:38, 40; Van der Walt, Wiethoff & Potgieter, 2007:11, 15; Van Rensburg & Hattingh, 2007:8, 21):

General:

- The expectations of stakeholder groups of what the VDWHS will mean to them, differs significantly. Many people raised expectations of a better future as a result of the VDWHS during the public participation process i.e. through skills development and economic opportunities.
- The VDWHS is not being protected properly implying that world heritage status could be lost i.e. although flying is not permitted in the VDWHS according to the National Environmental Management Act: Protected Areas Act, it still takes place.

Communication specific:

- There has been a lot of communication about the VDWHS and future plans, without any follow-up action.
- Stakeholders received conflicting messages on a single subject, i.e. the restrictions on development on properties within the VDWHS.
- The selection of a logo is a concern to stakeholders. During the workshops in February, it was suggested that a single logo that all can accept has not yet been suggested.

Tourism marketing related:

- The VDWHS' MA need to prepare for a variety of tourists with different needs to visit the area, i.e. professional scientists, international tourists, national tourists, local tourists, adventure tourists, educational groups, etc.
- A central tourist information centre and a set of basic information booklets / brochures need to be developed for the VDWHS.

- The conservation of the area amidst increased tourist activity and economical growth need to be enforced i.e. rules on hiking, fishing, fires etc.
- A conversation about the state of degradation of heritage sites and whose responsibility it is to upgrade these sites need to take place.
- Water quality in the VDWHS is not good and this can create problems for resorts and river sport centres, as the state of the water can pose health risks to tourists and risks to the environment.
- Most heritage resources in the VDWHS are not yet formally protected.
- Access to the VDWHS for tourists can be difficult due to bad road conditions.

Landowner issues:

- It is difficult to contact all the landowners as many do not live on the land. Therefore creating a platform where one can engage with all landowners is not yet available.
- Landowners are not aware and/or informed of the implications of regulations and policies on their properties and actions.
- Landowners are concerned about the future process to be taken for the VDWHS.
- It is important to ensure landowners' privacy and not disclose sensitive sites and facts indiscriminately.

4.4. GAP ANALYSIS – RESEARCH NEEDS

All communication and marketing exercises should be managed within the following model:

The legal and policy guidelines, together with the knowledge of best practice in the field and stakeholder views and concerns must be combined to form the goals for the communication and marketing plan. From there actions can be planned which are then measured against the guidelines which were identified at first. Further evaluation will include measuring the relationships that were created with the stakeholders through communication and marketing.

Figure 2: Communication and marketing model

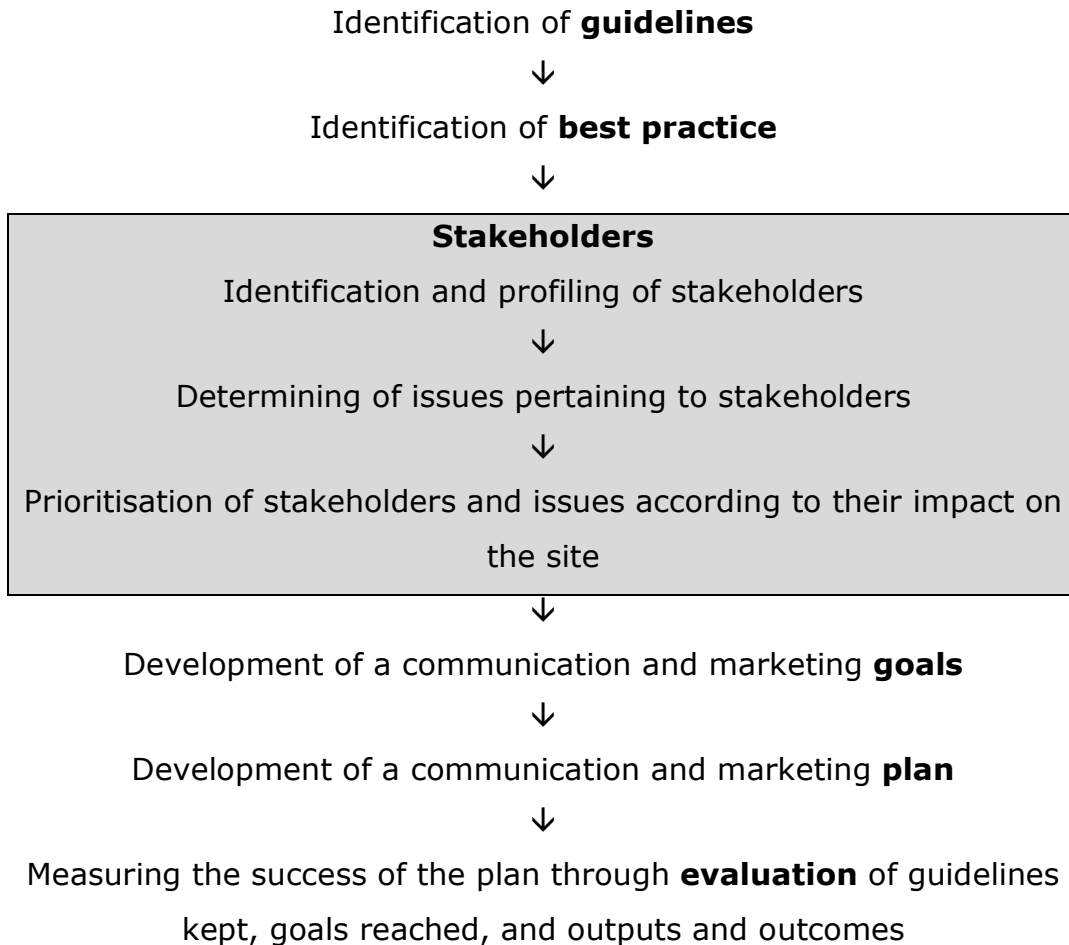


This implies that outputs (i.e. was a newsletter published, did it reach the necessary people) and outcomes (was there a change in attitude, behaviour, or the relationship with the stakeholder) are measured to determine success.

It is important to remember that communication and marketing is used to finally create a longstanding relationship with stakeholders. In such an environment the MA of the VDWHS would be able to

negotiate the best possible scenario for the stakeholders and site itself.

This model can be translated into the following steps:

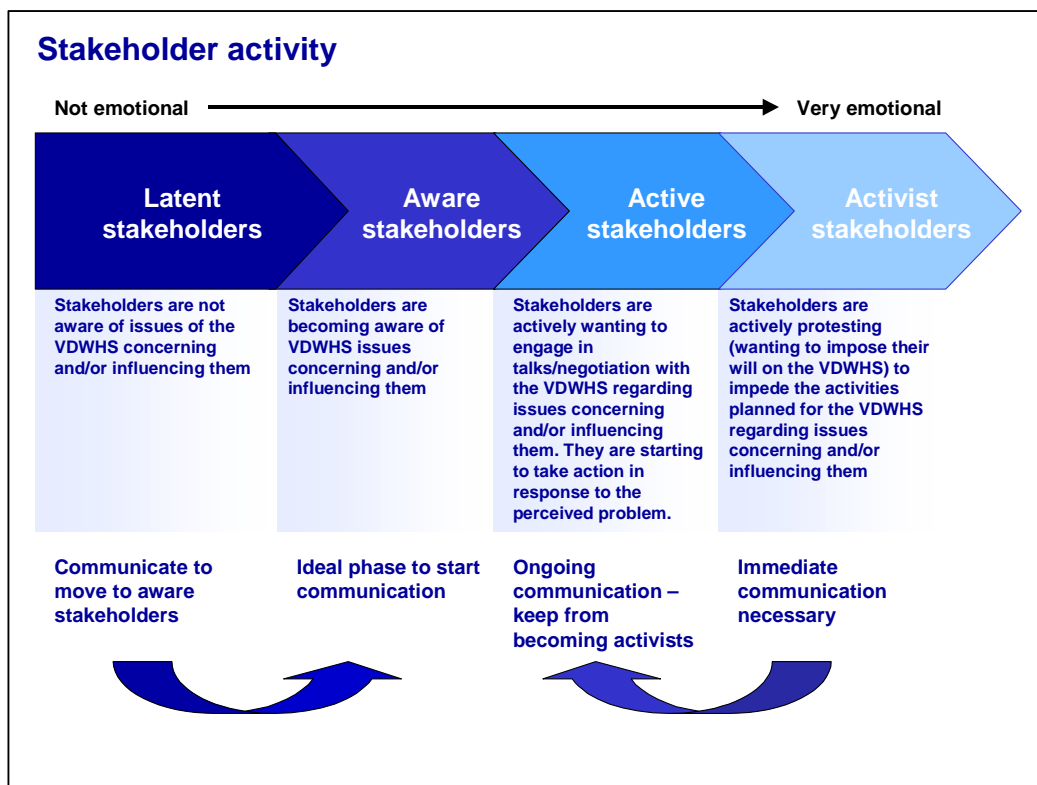


Taking the above into account the greatest lack of information in terms of communication and marketing at this stage in the VDWHS is the need for stakeholder profiling and issues identification information. In this sense it was necessary to start a stakeholder map and issues identification process.

4.4.1. STAKEHOLDER MAP

In order to know HOW and WHAT to communicate to various stakeholders, in order to manage the engagement with and relationships with stakeholders, and to ensure consistent messages to stakeholders, the MA needs to identify and prioritize the stakeholders of the VDWHS (Aas, Ladkin & Fletcher, 2005:30; Proctor & Kitchen, 2002). Stakeholders are defined as "...persons (a person) who has the right and capacity to participate in the process; thus, anyone who is impacted upon by the action of others has a right to be involved..." in decision-making (Gray in Aas, Ladkin & Fletcher, 2005:31). More than 60 stakeholders have been identified for the VDWHS. These stakeholders can be prioritized according to their level of activity (Steyn & Puth, 2000:201):

Figure 3: Stakeholder development



One should ideally start communicating to stakeholders that are in the aware phase as they are open to listen to various viewpoints and not emotional about the issues involved. Active stakeholders can be a benefit to the VDWHS as they want to actively contribute to solutions. Open two-way symmetrical communication should be used.

Activist stakeholders are more difficult to communicate with, since they have previously tried communication that has gone unanswered. Therefore the MA will need to convince them that their views and opinions and contributions are valued through a transparent two-way symmetrical communication process. Persuasion should not be used at this stage at all. The focus should be on negotiation and facilitation.

At this stage the landowners seem to fall into the activist section and need to be moved back to the active section through honest and transparent communication.

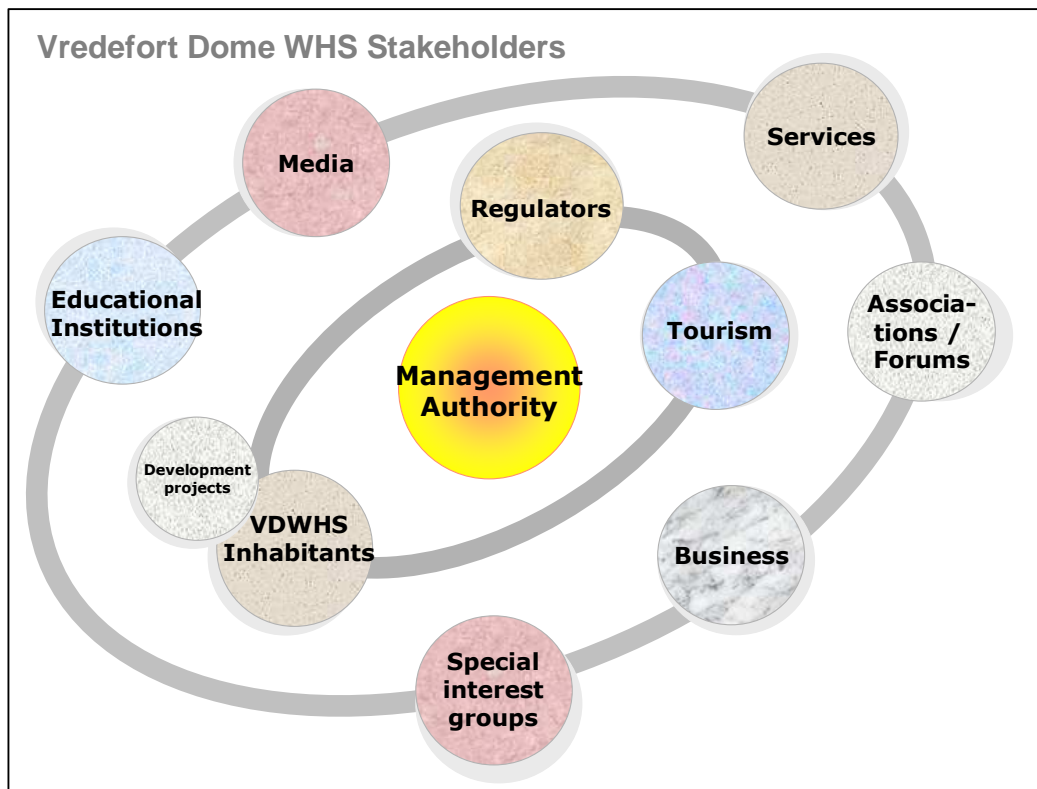
The figure below displays the stakeholders identified for the VDWHS. Although all the stakeholders are important, the inner orbit presents the stakeholders that should receive priority.

Little information is known about the exact needs of the stakeholders and therefore what their information needs are. It would be very dangerous to assume the information needs of stakeholders. The stakeholders also need to be better understood in order to create relationships with them.

However the following stakeholder profiles could be established. It is important to note that the stakeholder groupings are not mutually

exclusive (one person can fall into more than one stakeholder group):

Figure 4: Stakeholder map



- **Regulators**

From the Free State Province side the Fizele Dabi District Municipality, Ngwathe Local Municipality and Moqhaka Local Municipality, and from the North West Province side the Southern District Municipality and Potchefstroom Local Municipality, are involved in the management of the VDWHS area.

The facilitation of communication between the municipalities on the VDWHS is crucial to ensure an integrated approach to managing the area.

Governmental role players such as the Department of Environmental Affairs and Tourism, the Department of Water Affairs and Forestry and the Department of Social Development should be included in consultation on the VDWHS management.

Furthermore Du Pisani (2007:18) states that once the VDWHS is declared a NHS "...all heritage resources within that area will in terms of the NHRA (section 27[15]) become the responsibility of SAHRA." Therefore SAHRA should also be acknowledged in the management of heritage sites in the area.

Furthermore good relationships with various inspectors, such as the Environmental Management Inspectors (EMIs) and officials that need to evaluate the area at various times will need to be given attention.

- **Tourism stakeholders**

Tourists include all people wanting to visit the VDWHS for recreational or educational purposes. Each of these segments will have their own needs and agendas. This would include international tourists, national tourists (from all over South Africa), local tourists (local people to be educated i.e. school children), and academic and specialist tourists. The tourists market can further be segmented by the length of stay i.e. people wanting a long stay, weekend trip or day trip or by the activities the tourist want to perform i.e. mountain biking, walking, heritage tours etc.

Some tourists may only need tourist information such as accommodation, activity information and conservation information, and others more specific information i.e. academics and scientists would need more detailed information on the VDWHS and how to gain access to the area for research.

Then there are also the existing tour operators, new tour operators, tourist product owners, SANP field guides, the Tourism Office of Parys, the Tourism Office of Potchefstroom, and the Vredefort Tourism Forum. This group of stakeholders would for instance need special information regarding VDWHS management, rules and regulations regarding expansion and land use, accreditation procedures, and infrastructure and crisis communication support. Some of these individuals may also be landowners, once again emphasizing the importance of integrated communication and consistent messages to all stakeholders.

The field guides especially want to be involved in the conservation and planning of the VDWHS. Furthermore they would like only accredited guides working in the VDWHS.

- **Dome Inhabitants**

The people living in the VDWHS area are specifically important as they have an ongoing emotional, spiritual and sometimes economic connection to the land (Rogan, O'Connor & Horwitz, 2005:157). The MA should understand this relationship and ensure good relations with this stakeholder group as they directly influence the future of the VDWHS.

Most of the VDWHS area belongs to private owners, however small portions of the farms Rooderand 510 IQ and Kopjeskraal 517 IQ belong to the state and are managed by the departments of Public Works and Education respectively (Vredefort Dome Conservancy, 2002:32; Van Rensburg, Drewes, Puren, & Roos, 2006:22).

All property owners also do not live on their land, but only visit it periodically (De la Rey & Hattingh, 2007:6). According to

information from the SEA (Van Rensburg, Drewes, Puren, & Roos, 2006:22):

Table 3: Percentage of owners living on their land in the VDWHS

	Living on land	Periodically visiting land
North West	35%	--
Free State	60%	--
Total	45%	55%

Landowners tend to either farm on their land, not use it for any specific purpose or want to develop it for other uses besides agriculture.

The landowners' organisation Bewarea, an Article 21 company (not all VDWHS area landowners are members), are actively involved in the conservation of the area and want to be engaged in the management of the area. At the moment it seems as if landowners are sceptical of meetings, as the parties involved take no action afterwards. Landowners also have specific information needs as to the borders of the VDWHS, policies, legislation, procedures, etc. Landowners are also concerned about the fact that tourist will need access to their properties. This group has sufficient resources to make their voices heard. De la Rey and Hattingh (2007:16-17) placed emphasis on the landowners as stakeholders when they stated: "...the interest of the farmer and land owners should be taken into account, because a negative attitude from them can cause the VDWHS project to fail."

Farm workers should not be forgotten. This group depends on the farmers for work. They are concerned about development as this could endanger their livelihood.

It is very important that landowners within the VDWHS area should not be at a disadvantage with regard to peripheral owners due to the management of the area (Van Rensburg, Drewes, Puren, & Roos, 2006:19-20) or tourist activities. Landowners of the satellite sites might also have specific issues and communication needs.

Residents and the Property Owners Forum of Venterskroon are very involved in the conservation of the VDWHS and need to be incorporated in the VDWHS management (Most members of this forum are members of Bewarea). They focus on Venterskroon as a tourism node.

Some of the landowners in the VDWHS also have access to marnet band radios through which they can communicate to one another and emergency services. A license has been agreed for a repeater to ensure that all landowners can receive messages via this method throughout the VDWHS.

Residents, which only rent in order to work and live in the area and residents in the VDWHS that live in the towns of Potchefstroom, Venterskroon, Parys and Vredefort also need to be considered. The area closest to Parys are under pressure for conventional urban development and township sub-division and some landowners feel that development will ensure better policing and security (Van Rensburg, Drewes, Puren, & Roos, 2006:38). Other landowners however, are concerned about the threat of pollution and other environmental problems.

Other institutions that also have a part in the VDWHS are for instance the Johannesburg Zoo has an area in the dome area, where large amounts of animals are kept.

Locals that work and live in the area need to be involved to ensure their economic growth co-inside with conservation goals so as not to have the conflicts are prevalent in the case of the Nanda Devi Biosphere ReserveŽa World Heritage Site in India (Maikhuri, Nautiyal, Rao & Saxena, 2001). Especially the locals that are unemployed have great expectations of the VDWHS to bring them work.

- **Development Projects**

Various socio-economic projects are being conducted in the VDWHS.

Aucamp (2007:7) identified the following development programs in the VDWHS area:

- Flagh Program (Farm Labour and General Health Program) that the Faculty of Health Sciences, North West University launched on 22 February 2006 at Venterskroon. This program focuses on women’s skill development by training unemployed women in basic needlework skills and crafts. Both Bewarea and DACE also support this initiative.
- “Work for Water” program which present temporary employment for local people to assist in the conservation of the VDWHS.
- “Work for Fire” program which present temporary employment for local people to assist in the conservation of the VDWHS.
- There are various programs initiated by NGO’s and CBO’s in the surrounding towns.

These programs should be included and consulted by the MA in the management of the VDWHS, specifically when promoting socio-economic upliftment.

- **Services**

Services include institutions or organisations providing basic services to the VDWHS area i.e. the SAPS, fire brigade, waste handling companies, emergency response services, hospitals, Eskom, Telkom, MTN / Vodacom / Cell C, etc.

It is crucial for the successful development of the VDWHS that these stakeholders support and their plans and the MA plans are aligned for future management of the VDWHS. Close relationships with these stakeholders are of utmost importance.

Each of these stakeholders will have a unique and important role to play. For instance, due to the fact that the safety of specifically tourists and local inhabitants will be crucial to attract future visitors, the police, emergency response services and hospitals have a major role to play.

Regarding telecommunication there is the problem that cell phone reception throughout the VDWHS is not good, although landline telephone connection is good (Vredefort Dome Conservancy, 2002:29). Furthermore the impact of telephone lines or masts must be considered when referring to the identity (look and feel) of the VDWHS.

- **Associations / Forums**

Various associations and forums are active in the VDWHS, such as the Parys Development Forum (which finance and run the Parys Tourism Information Office), Rotarians, NGO's, ANC Youth League, Vredefort Tourism Forum, Water Catchment Forums and other community based organizations (CBO's).

The Parys Development Forum has been in existence for 10 years and consists of 160 white and black owned businesses in the Parys area. Mr Mark Pieterse is currently the chairperson. This forum is an ideal way to keep in contact with the Parys business community.

The ANC Youth League represent many youths from the Vredefort area.

The Water Catchment Forums can be very helpful in managing the water and related issues in the VDWHS (see Van der Walt, Wiethoff & Potgieter, 2007:23).

Many times these organisations work in isolation from each other thereby not benefiting from economies of scale and confusing stakeholders as to what exactly is happening in the VDWHS. Each one of these forums should be registered with the MA and the MA should play a role in co-ordination of activities within the VDWHS.

- **Business**

Businesses in surrounding towns (Potchefstroom, Sasolburg, Klerksdorp, etc) and businesses in the VDWHS area (Parys, Vredefort, Venterskroon) need to be involved by the MA in the VDWHS. The relationship with businesses could be financially mutually beneficial to the businesses and VDWHS if managed properly.

Some businesses also form part of formalized commerce organization such as the Sakekamer and the Parys Development Forum.

Informal business and crafters also needs to be included in the VDWHS management. Their needs should be addressed in order to

react on their concern to have a place to sell their goods and methods of getting financial assistance for their business.

Property developers and property agents in the VDWHS area also need specific information and have specific needs. For instance they might want to know what may / may not be done, information on procedures and need to understand why there is no technical reason why developments can not go through the process.

Mineral rights on the land is owned by the state; however recent attempts to mine have been successfully countered by conservation-oriented landowners (Vredefort Dome Conservancy, 2002:32). It is important that mines in the area buy into environmental conservation and the VDWHS management in order align their current processes and future mining activities to the VDWHS goals, where mining activity is not seen as ideal for the area.

Agriculture also forms part of business in the VDWHS and some farmers are represented by the Free State Agricultural Society.

- **Specialists**

There are many specialists and knowledgeable individuals on aspects such as heritage, culture, geology, agriculture, infrastructure, bio diversity, water management, communication and management and other areas, with valuable information on the VDWHS. Some of them have published books, others pamphlets, websites and other types of information. It is important for the VDWHS to engage these stakeholders and use their specialist knowledge in the management of the area. This knowledge should also be compiled in a format to save and exhibit to visitors and

others. These individuals also seem generally interested to share their information and assist with issues relating to the VDWHS.

Other special interest groups could include the (Vredefort Dome Conservancy, 2002:34-35):

- Geological Society of SA,
- Wildlife and Environmental Society,
- Lepidopterist Society of SA,
- Bird Life Society,
- Foundation Simon van der Stel,
- National Cultural-Historic Museum, and
- National Heritage (SAHRA).

(see Du Pisani, 2007:71).

- **Education**

Education institutions are particularly interested in the VDWHS area for educational purposes and research. This would include universities (North West University, University of the Witwatersrand, Johannesburg University, University of Pretoria, the University of the Orange Free State), technicons, colleges and other training institutes that have done previous research in the area and are interested in further research in the area or to use the area for recreational purposes.

Other educational institutions such as Vusulela have also been active in the area, assisting at the Venterskroon tourist information centre. The option of involving students for internships to complete tasks to be done in the VDWHS area should not be overlooked.

Schools in the area are also interested in using the VDWHS to educate their pupils, as well as provide some entertainment to them.

- **Media**

Various media has published stories about the VDWHS. Environmental and magazine television and radio programs such as 50/50 or RSG has provided publicity for the VDWHS. National and specifically local newspapers are also interested in information from the VDWHS, as well as travel magazines and websites.

The main task for this stakeholder group will be to identify the newspapers to form relationships with. At this stage the following newspapers should definitely be included:

- Potchefstroom Herald – sold to 45 000 mostly white Afrikaans and English people in Potchefstroom and Ventersdorp.
- Carletonville Herald - bilingual community newspaper that is distributed in Carletonville, Welverdiend, Glenharvie, Fochville, Deelkraal and Oberholzer.
- Northwest Gazette - bilingual community newspaper that is distributed in Potchefstroom, Carletonville, Ventersdorp en Fochville.
- The Noord-Vrystaatse Gazette - distributed in Parys, Koppies, Vredefort, Bothaville and Viljoenskroon.

Community newspapers that focus on the black communities also need to be identified and monitored.

The table in Appendix 3 provides a summary of selected media coverage the VDWHS from 2005. A wider search of media coverage should be done and kept up to date for the MA.

Media coverage of the VDWHS has been ad hoc and some articles did not create a good image of the VDWHS. This needs to be addressed through media relationship building.

4.4.2. DOCUMENTATION ON THE VDWHS

There are a myriad of information published on the VDWHS. Various inhabitants have also collected information and pictures and have compiled these into books or brochures.

At the moment there are not complete list and/or library of all this information. It is thus difficult to extract information on the VDWHS, although many academic articles have been published. There is also a lot of information on the VDWHS that are forming part of oral traditions. This information needs to be captured in order to conserve it for future generations.

Another problem that has been raised is that some of the articles are published in very high academic language. These articles could be 'translated' for all to understand and share in the information.

The available documentation can be divided into general tourist information, academic/research information. See section 4.1.2. for a list of documentation.

4.4.3. TOURISM FINDINGS

The information on tourists and their behaviour and understanding of the VDWHS is limited. Further research is needed to form profiles of tourist in order to assist the marketing of the VDWHS to these segments.

The next section combines all the information and action needs of the VDWHS regarding communication and marketing, into a plan.

5. IMPLEMENTATION PLAN AND PERFORMANCE CRITERIA

The following will provide the MA with a plan for communication and marketing in the VDWHS. These actions have been prioritized.

5.1. COMMUNICATION AND MARKETING OBJECTIVES FOR THE VDWHS

One must keep in mind that communication and marketing for the VDWHS must be managed according to the model suggested. This implies taking guidelines, best practice and stakeholder views into account.

The objectives for communication and marketing in the VDWHS can be summarized in five goals and are as follows:

Goal 1: Creating an ongoing interaction, engagement, participation of and with all stakeholders regarding the VDWHS

- Get stakeholders involved in actions with and in the VDWHS
- Coordinate stakeholder actions / campaigns within the VDWHS
- To build good positive stakeholder relationships

- To create positive attitudes towards the management of the VDWHS

Goal 2: Creating awareness of the VDWHS

- To raise the general public's awareness, understanding and appreciation of the VDWHS;
- To raise the general public's knowledge about the VDWHS;
- To improve the image of the VDWHS as a conserved WHS and tourist destination
- Creating publicity for the VDWHS

Goal 3: Making available information and education regarding the VDWHS

- To make information regarding the VDWHS easily accessible (this includes providing stakeholders with updated information in an easily available format)
- To raise awareness of conservation activities within the VDWHS

Goal 4: To change stakeholders' actions toward and in the VDWHS

- To increase the participation of local and national populations in the conservation and presentation of heritage
- To increase the involvement and participation in VDWHS activities

Goal 5: Marketing of the VDWHS for tourism purposes

- To keep marketing activities in line with facility development in the VDWHS
- To create a multipurpose tourist visitor centre
- To make tourists aware of the VDWHS

- To make tourists aware of the attractions in the VDWHS
- To increase tourist visits to the VDWHS

The **messages** that should be communication and pertain to the goals set is as follows:

- The VDWHS is unique in South Africa and the world.
- The VDWHS is conserved for future generations.
- THE VDWHS contains unique geological, biodiversity, heritage, cultural and other features.
- Effective conservation means everyone must do their bit and have responsibilities.
- The VDWHS offers a large number of different types of tourist activities.
- The VDWHS are available for a mix of uses by people, but some of these areas need to have limited or no human access to protect fragile habitats or unique geology.
- The people living the VDWHS have a special relationship with and responsibility for the land and urge the wider community and visitors to do the same.

The following table explains how the actions suggested match up with the goals:

Table 4: Communication and marketing goals, actions and performance criteria

Goals	Actions	Performance criteria
<i>Goal 1: Creating an ongoing interaction, engagement, participation of and with all stakeholders regarding the VDWHS</i>	Appoint a communication and marketing practitioner The VDWHS at Aardklop Communicating legislation to landowners Documentation on the VDWHS Stakeholder engagement / public participation Communication and marketing management issues Webpage VDWHS Newsletter VDWHS identity	Measure output by using the ICA questionnaire Measure outcome by using the Grunig & Hon relationship scale
<i>Goal 2: Creating awareness of the VDWHS</i>	Appoint a communication and marketing practitioner Commemorative plaque The VDWHS at Aardklop Documentation on the VDWHS Media relations Tourist marketing Webpage VDWHS Newsletter VDWHS identity Yearly VDWHS calendar Piggy back on one annual event like the crater cruise (Mountain bike race)	Measure output by using the ICA questionnaire Measure outcome by using the Grunig & Hon relationship scale
<i>Goal 3: Making available information and education regarding the VDWHS</i>	The VDWHS at Aardklop Communicating legislation to landowners Documentation on the VDWHS Media relations Tourist marketing Webpage VDWHS Newsletter	Measure output by using the ICA questionnaire Measure outcome by using the Grunig & Hon relationship scale

Goals	Actions	Performance criteria
<i>Goal 4: To change stakeholders' actions toward and in the VDWHS</i>	Appoint a communication and marketing practitioner Commemorative plaque The VDWHS at Aardklop Communicating legislation to landowners Documentation on the VDWHS Stakeholder engagement / public participation Communication and marketing management issues Media relations Tourist marketing Webpage VDWHS Newsletter VDWHS identity Calendar	Measure output by using the ICA questionnaire Measure outcome by using the Grunig & Hon relationship scale
<i>Goal 5: Marketing of the VDWHS for tourism purposes</i>	Appoint a communication and marketing practitioner Commemorative plaque The VDWHS at Aardklop Documentation on the VDWHS Media relations Tourist marketing Webpage VDWHS Newsletter VDWHS identity	Number of visitors Comments of tourists Return tourists Measure output by using the ICA questionnaire Measure outcome by using the Grunig & Hon relationship scale

Below is a table summarizing the tasks that should be undertaken:

Table 5: Summary of communication and marketing actions

Immediate Actions (0-3 months)	
1	Appoint a communication and marketing practitioner
2	VDWHS identity
3	Commemorative plaque
4	Stakeholder engagement / public participation
	<ul style="list-style-type: none"> Stakeholder profiling research
	<ul style="list-style-type: none"> VDWHS image survey
	<ul style="list-style-type: none"> Stakeholder engagement opportunities
	<ul style="list-style-type: none"> Communicating legislation and other information to landowners
	<ul style="list-style-type: none"> Media relations
	<ul style="list-style-type: none"> Webpage
	<ul style="list-style-type: none"> VDWHS Newsletter
5	Tourist marketing
	<ul style="list-style-type: none"> The VDWHS at Aardklop
	<ul style="list-style-type: none"> Geological conference
6	Communication and marketing management issues
7	Documentation on the VDWHS
Medium Term Tasks (6-18 Months)	
1	Local and international educational and awareness campaigns
2	Compile a database of specialists on specialist areas concerning the VDWHS
Future Actions (> 18 Months)	
1	Get ideas from the stakeholders on creating awareness for the VDWHS
2	Create a VDWHS club for children – with books and posters
3	Create exhibitions or displays on the VDWHS
4	Conduct workshops, lectures or educational events
5	Set up an award for best VDWHS journalism
6	Create an adopt a site campaign
7	Trademarking VDWHS produce with the logo

These tasks will now be described in more detail.

5.2. IMMEDIATE ACTIONS (0-3 MONTHS)

The following actions should receive immediate attention from the MA:

5.2.1. APPOINT A COMMUNICATION AND MARKETING PRACTITIONER

A fulltime employee will need to be appointed to manage the communication and marketing for the VDWHS. The job requirements of such a person should include:

- Appropriate communication degree
- Experience i.e. while studying or other
- High level of computer literacy and desk to publishing skills
- Good writing, editing and presentation skills
- Good photographic skills
- Good interpersonal and liaison skills
- Good project management and general organizational skills
- The ability to work under pressure and unsupervised
- A love and passion for the environment
- The person should be able to work on the technical, managerial and strategist communications levels

The average package for such an entry level person is between R100 000.00 and R120 000.00 per year, cost to company. For a more senior person a higher salary of between R120 000 and R200 000 would be appropriate depending on the person's experience and qualifications.

The infrastructure required for such a person would include the normal office setup. Special equipment would include page layout software, GIS and GPS software and equipment.

Training should be provided in the use and working of the GIS and GPS software and equipment.

5.2.2. VDWHS IDENTITY

A symbolic identity should be developed for the VDWHS. This would include a logo and the applications thereof, as well the look of tourist information, signage, etc. The UNESCO and World Heritage logos should also be used together with any logos for the specific site at all information points.

The current logo suggestions of African EPA in collaboration with Asparagus Designs are given in appendix 2 are in process (see appendix 2).

If it should happen that a logo is not decided on in this process, a separate project to create a logo should be launched. Any future logo developments should be based on the current logo process.

Thereafter the following steps can be taken or in the case where the suggested logo is found to be acceptable, the following steps should be followed:

- Formal permission should be obtained for the use of the UNESCO and World Heritage logos.

- A summary should be made for the MA of the rules and regulations regarding the use of the UNESCO and World Heritage logos.
- A logo guideline document should be compiled with the following information:
 - A description of the logo
 - A description of the meaning of the logo
 - A description of how the logo was developed
 - The correct use of the logo (placement, colour, size, single colour application, black and white application, colour application, the various applications of the logo)
 - Rules as to who may use the logo and how it may be used
- Trademark the logo

5.2.3. COMMEMORATIVE PLAQUE

UNESCO prescribes that a plaque should be placed close to the entrance or at a visible place to commemorate the inclusion of the site into the World Heritage List as soon as possible after including the site into the list. The wording for this plaque and the use of the UNESCO and World Heritage emblems are prescribed.

- Determine a location to put the commemorative plaque (stakeholder opinions are important)
- Design and build the 'stand' for the plaque (stakeholder opinions are important)
- Engrave the plaque (use the UNESCO guidelines)
- Organize a function to co-inside with the unveiling of the plaque

- Get the media involved to gain publicity
- Prepare a media information pack (can be very basic)
- Prepare a attendee information pack (can be very basic)

5.2.4. STAKEHOLDER ENGAGEMENT / PUBLIC PARTICIPATION

Stakeholder engagement needs to start with an analysis of the stakeholders and their view of the VDWHS. This is then followed by opportunities to engage (i.e. workshops) which are created by the MA. This could include communicating legislation to landowners, using a webpage and distributing a newsletter to stakeholders. Media relations are also very important as the media is a prime link between the MA and the stakeholders.

5.2.4.1. Stakeholder Profiling Research

Research should be conducted for the MA on the concerns and expectations of the various stakeholders of the VDWHS. The stakeholders should be described; their issues noted and then prioritized accordingly. Furthermore research needs to be done in order to determine the health of the relationship with the stakeholders in order to determine if these relationships improve in future.

This research would be crucial for the successful creation of a communication and marketing plan, as well as a valuable guide for the MA.

In order to determine the effectiveness of stakeholder engagement one needs to evaluate the communication used, behaviours of the MA, symbolism used, as well as the end result, the relationship created with the stakeholders.

- Compile a complete stakeholder profile
- Research and determine the health of the stakeholder relationships
- Determine the issues on which the stakeholders need to have information and preferred communication channels

This type of research will need to be conducted on a yearly basis to track the development and success of the communication and marketing plan.

5.2.4.2. VDWHS Image Survey

In order to proceed with the communication and marketing plan, especially for tourism purposes, a survey should be done to determine the image of the VDWHS in the minds of various stakeholders.

Since image is the compilation of communication, symbolism and behaviour in the minds of the stakeholders, it would be important to understand how these stakeholders see and experience the VDWHS. Communication and marketing could then be addressed according to their views.

5.2.4.3. Stakeholder Engagement Opportunities

One of the measures of WHS management effectiveness is the degree to which stakeholders can participate in the management process of the VDWHS. Opportunities should be create where stakeholders and the MA can interact and share knowledge.

Although the best method of creating relationships with stakeholder and ensure participation is through interpersonal communication, it is not always possible, and therefore other methods also need to be used:

- **Open meetings:** send invitations or advertisement to inform stakeholders of open meetings.
- **Workshops:** specific issues could be discussed at workshops i.e. fire reaction, MA plans
- **Other media:** Encourage stakeholder feedback by means of telephone, email and others mediums.
- **Landowners Forum:** the initiative to create a forum should come from the people that have a strong feeling / emotion about a certain issue (i.e. Bewarea about their land and conservation). Their energy around this issue will drive the forum. A forum can then be used to discuss issues i.e. share viewpoints. Typically forums can not be used to make decisions as it is usually not representative of the whole population involved.

It is important to note that stakeholder feedback should be taken into account. Stakeholders should see that their views are considered and actioned.

Although the activities listed will assist in building relationships with stakeholders, special attention should be given to relationship building with activist stakeholders.

During stakeholder engagement efforts the MA should always keep in mind that the onus is on them to first engagement with the stakeholders.

In order to enhance stakeholder engagement a database of stakeholders should be kept. For instance information on land owner particulars, change of ownership, and information on unemployed individuals should be kept.

5.2.4.4. Engagement with vulnerable and historically disadvantaged people

Although attention is given to stakeholder engagement and public participation, a special effort should be made to include participation by vulnerable and historically disadvantaged people in the VDWHS. This can be done in the following ways:

- The communities must be assisted to select Community representatives that will interact informally on a regular basis with the MA through the communication and marketing practitioner. The practitioner should also make time to visit the community representatives and the community itself.

On a formal level monthly meetings could be scheduled between the community representatives and MA, where issues are discussed.

- The MA should also work closely with the various governmental Social Development Officers (SDOs) to liaise with the communities through the community representatives. Bringing these various parties together could enhance the involvement of the communities in the activities within the VDWHS.
- The MA should evaluate the current socio-economic development programs active in the VDWHS and try to liaise to get more such programs that are applicable to the area active.
- The MA, at the visitor centre, could also form a centre where possible job information can be communicated to the community representatives. Initiatives to start own businesses should also be liaised from the MA at the visitor centre to ensure the upliftment of the communities in and around the VDWHS.
- Special efforts should be made by the MA to use the visitor centre as a base from which to educate and inform children and others in the community, in and immediately outside WHS about conservation, culture and the site itself.

5.2.4.5. Communicating Legislation and Other Information to Landowners

Various regulations contain specific information of value to stakeholders. This information should be extracted from the regulations and 'translated' and communicated to the appropriate stakeholders. This should be done in consultation with legal council and/or other informed individuals. For instance information on how to use the land and what actions may or may not be taken on the

land are prescribed in the World Heritage Convention Act, Act no 49 of 1999 and the National Environmental Management Act.

- An assessment should be made of the information contained in legislation pertaining to the VDWHS that is necessary for priority stakeholders to know. This includes the national legislation and policies and procedures as set out by UNESCO.

The information gained from this assessment should be communicated to the stakeholders via the web and/or newsletters.

- Translate the information for stakeholders to understand it and prepare and send the information to the stakeholders.

Information on conservation and unique geological and heritage sites and findings should also be identified and communicated to landowners.

The communication practitioner might find it challenging and time consuming to assess the legislation and the meaning thereof for stakeholders. Therefore it is suggested that this task is outsourced to a researcher.

5.2.4.6. Media Relations

The practitioner will need to start building relationships with the media.

- Identify the media that should be contacted regularly
- Create contact with the media
- Arrange visits from the media to the VDWHS

- Prepare a press toolkit

The practitioner will also need to compile a library of media coverage of the area. This should be analysed regularly to determine the positivity and topics of the coverage. This task can be outsourced to a researcher.

5.2.4.7. Webpage

The most cost effective way to reach most stakeholders is to have an internet presence. In order to be effective a webpage should exhibit the five dimensions of interactivity (Naude, Froneman & Atwood, 2004:89, Naude, 2001:43-49):

- Playfulness – to be evaluated effectively websites need to have a combination of entertainment and information – include curiosity arousal devices i.e. Q and A, games
- Choice – unrestricted navigation in cyberspace – feel empowered to choose between different alternatives – give option of different no graphics, of full graphics
- Connectedness – through hyperlinks connect with outside world – or even within the webpage – i.e. hyperlinks to links, photographs, etc
- Information collection – get to know the stakeholder – different monitoring methods – asking registration to view certain portions – store info – depend on if visitor accept cookie file
- Reciprocal communication – reactive communication and fully interactive communication continuum. To be more symmetrical need to be more interactive. – get info back from user – webmaster email – tollfree number

Furthermore in order for the webpage to promote two-way symmetrical communication with stakeholders the following five principles should be applied (Naude, Froneman & Atwood,2004:89; Naude, 2001:89-91):

- The dialogical / feedback loop – need to be honesty, mutual respect, and encouragement of free expression – pose questions, problems, concerns directly to organization – who will take care of responses? – replies should still be professional – monitor website for feedback – timely response
- Usefulness of information – content must be useful to stakeholders – cater for as many as possible stakeholders – structure/ hierarchy of info should be logical and clear to visitors – accessibility, usefulness and valuable information – give opportunity to sign up for mailing lists and discussion groups – not only serve organizational interest, give competing info – create informed partners
- Generation of return visits – must provide up to date info and change regularly otherwise not necessary to visit again – on-line question and answer sessions - faq's – information given must be compared to info needed by stakeholders regularly
- Intuitiveness / ease of the interface – easy to navigate – relationship between graphics and text is important – efficiency and download speed – can annoy and not keep people or generate return visits – give option to select low or high level graphics version – interesting, information and valuable information – information above aesthetic considerations
- Conservation of visitors – not include links from other sites without marking path to return – careful consider ads as can distract

Other features to consider for a webpage:

- Software downloading
- Online problem diagnostics
- Electronic inquiry
- Comments / Feedback
- Online forum
- Site survey
- Key word search
- Virtual reality display – experience the place actually
- People locator
- Multimedia shows
- Interactive job placements
- Electronic postcard
- Games
- Screensavers used internally with natural area images
- Web based surveys

Most importantly web communication should integrate with other forms of communication.

In developing a webpage the following actions will need to take place:

- Determine the needs of a website and which URL to use
- Gather and organize the information and rewrite information where necessary
- Register the domain name
- Negotiate the use of photos, links, advertisement
- Design the webpage
- Test the webpage
- Create a promotion plan to make people aware of the webpage

The webpage should be designed in such a way that the practitioner can add or delete information. It should also be decided how feedback and comments from the webpage will be handled.

5.2.4.8. VDWHS Newsletter

Produce a newsletter on a regular basis that includes information pertaining to the VDWHS. This newsletter needs to be distributed to stakeholders.

- Gather information for a newsletter
- Prepare the newsletter
- Distribute the newsletter

5.2.5. TOURIST MARKETING

This section needs to be read together with the tourism section of the IMP.

First of all it is important to note that no person should be excluded from visiting heritage sites on the grounds of cost (Aas, Ladkin & Fletcher, 2005:33). This implies that the site should be available to previously disadvantaged people.

Most of all it is important that the tourism marketing will be done in line with the development of the VDWHS area. Marketing should not over-promise in terms of what the area offers, but still create excitement for the VDWHS. Marketing could also be intensified as the area becomes more developed. The marketing efforts should at

all times be in line with the development and number of tourists the area can accommodate and the available facilities. The area should not be promoted before there are facilities in place.

The information on tourist and their behaviour and understanding of the VDWHS is limited. Further information is needed to form profiles of tourists in order to assist the marketing of the VDWHS to these segments. Therefore tourist profile research is needed. This could be done in conjunction with the stakeholder profiling research mentioned above.

Furthermore, tourism is a very important part of the VDWHS's management.

The following actions are suggested to assist in tourism marketing:

- Form a tourist advisory group where representative from all stakeholder groups get to meet regularly to talk about tourist issues
- Do research on tourist profiles and segment the market
- Build facilities for day visitors to the VDWHS
- Start a Dome Meander
- Ensure signage for the VDWHS on- and off-site
- Create a state of the art visitor centre
- Develop videos for use in the visitor centre – Attie Gerber
- Create a working relationship with specialists on the VDWHS in order to assist with questions on the VDWHS
- Use the tourist information centre as a library and research facility for specialists doing research in the area.
- Keep updated information on all tourist products and other sites of interest

Opportunities that arise should be used to attract tourists:

- Piggy back on other events i.e. the crater cruise (Mountain bike race)
- Arrange a outing to co-inside with the moon eclipse in February 2008 early morning
- Tourism shows
- Create tourist feedback opportunities
- Ensure local guides are used for tourism
- Train locals to work in the tourism industry
- Arrange promotions and events to attract attention
- Develop guidebooks and brochures
- Create a yearly VDWHS calendar
- Develop routes in the area
- Contact the editors of tourist guidebooks
- Contact tour operators
- Submit an article to an in-flight airline magazine.
- Supply locals with information on tourist jobs
- Formalize maps

When developing tourist information brochures and other materials care should be taken not to divulge information of geological sites on private property. Some confidentiality of certain information must be ensured to conserve some of the unique geological features and protect the privacy of land owners.

- **Uniqueness of the VDWHS**

The VDWHS is also unique in geology (the reason for being accepted as a World Heritage Site) and these aspects must be conserved and promoted in the communication and marketing. For instance:

- the VDWHS is also the oldest astrobleme so far found on earth (~2023 Ma),

- the largest: crater diameter ~380 km,
- has a definitive exposure of the rocks and structures found on the floor of a large impact crater,
- is the only coherent section of the basement below the floor of a large crater and,
- was not deformed by any tectonism subsequent to its formation, except for the Homestead Fault extension in the southern sector

(Brink, Bischoff, Waanders and Schoch, 2005 in Rensburg & Hattingh, 2007:25).

- **Visitor centre**

A state of the art visitor centre should be created for the VDWHS. African EPA has made suggestions on such a centre (view Appendix 1). Suggestions for the location of such a centre are included in various sections of the IMP.

This however should be done in conjunction with current tourist information centres. Lessons learned from these offices could be very useful when developing new centres. The new centre build in Vredefort should also be taken into account when considering a visitor centre for the area.

The visitor centres should provide in the information and entertainment needs of the tourists and provide brochures and booklets, audiovisual materials, photos, panoramic views, display centres and maps, to name a few. The visitor centre should be a complete one stop shop for tourists, could include the offices of the MA and be the central focus point for researchers.

Considerations when planning a visitor centre:

- Access control of the area
- Tourist products i.e. Replication of petroglyphs
- Signage and information at various points on the roads in the VDWHS
- Signage outside the VDWHS
- Providing tourists with guidelines of accepted behaviour in the VDWHS i.e. sampling, fires, etc
- Information on tours to the satellite sites should be given

Tourist activities should however be constantly monitored. Some of the monitoring indicators could include:

- Abrasion of monuments
- Status of vegetation
- Signs of pollution from humans, litter, food in streams
- Tourists' complaints about conditions
- Number of disturbances to an archaeological site
- Graffiti or vandalism
- Complaints from community members on deteriorating community values

5.2.5.1. The VDWHS at Aardklop

Aardklop provides a captive audience at which the unique qualities of the VDWHS can be explained and field trips organised.

- Negotiate with Aardklop management for a venue to exhibit VDWHS information
- Arrange for informed people to assist in manning the exhibit
- Arrange trips to the VDWHS, in conjunction with other Aardklop participants such as 50/50, magazines and others –

at first these visits should be kept small to be in line with the available facilities.

5.2.5.2. Geological Conference

The MA should look into piggy-banking on the opportunity of an international geological conference based in the VDWHS and including field excursions to be held by an international committee led by the University of the Witwatersrand and Humboldt University in August 2008.

5.2.6. COMMUNICATION AND MARKETING MANAGEMENT ISSUES

Standard operating procedures that provide guidelines for communication and marketing need to be drawn up. Standard operating procedures regarding the following need to be done:

- **Internal MA communication** – it is of utmost importance that the MA team work well together and are aware of different activities, regulatory aspects, developments, etc. Therefore a weekly meeting to discuss issues is suggested. The communication and marketing practitioner can then follow these meetings up with an internal newsletter or other meaningful communication method, to remind people of the discussions, events, decisions, etc. The communication and marketing practitioner should take responsibility for facilitating communication flow to enhance integrated teamwork within the MA.

- **Governmental communication** – special attention should be given to communication with and liaison of communication between the various governmental departments in order to ensure the co-ordination of activities. The practitioner should guide the MA in setting up a plan to enhance communication with government.
- **Media relations** – who may speak with the media, what may they speak about / not speak about, information that the media can have / can't have, how to react to media queries
- **Stakeholder relations** – who may provide feedback on stakeholder communication, how will stakeholder queries be handled
- **Crisis communication** – in the case of an accident happening within the VDWHS, how will the emergency services be notified, who may speak with the emergency services, the family involved, the media, what may the tourist operator do / say, who should be informed of such an occurrence, will assistance be given to the family. Crisis communication need to be in place for vandalism, crime, floods, people falling ill from i.e. water pollution, incidents at old mines and tourist venues, vehicle accidents, sinkholes, etc.
- **Fire communication** – how will the emergency services be alerted of a fire threat, what action needs to be taken, how will the message be passed on, who needs to be notified, who may communicate what to the media. The use of the marnet radios must also be considered.
- **Marnet band radios** – formalise and incorporate the use of marnet band radios and the dedicated repeater throughout the VDWHS area, especially for crisis situations.
- **Prepare for inspections** – the practitioner will need to assist and ensure that documentation is ready and available to

inspectors such as Environmental Management Inspectors (EMIs) or SAHRA inspectors, on visits of the area.

- **Landowner forums** – landowner forums are discussed in section 5.2.4.3.

The above procedures need to be drawn up by the communication and marketing practitioner.

5.2.7. DOCUMENTATION ON THE VDWHS

There are a myriad of information published on the VDWHS. Various inhabitants have also collected information and pictures and have compiled these into books or brochures or even relate it through oral media.

- Compile a list of all VDWHS information
- Publish the list on the webpage
- Provide links to available internet sources

It would be important for the central information office to keep a library with information on the VDWHS. Money will need to be made available in order to buy the necessary publications.

- Start a library on VDWHS information

Some relevant articles are published in very high academic language. These articles will need to be 'translated' for all to understand and share in the information.

- Translation of articles from academic language

- Keep track of new publications on the VDWHS on an ongoing basis

The task of compiling a comprehensive list of information available on the VDWHS and translating articles from academic language can be daunting and very time consuming and could be outsourced to a researcher. The communication and marketing practitioner can then continue to keep the lists up to date from there on.

It would also be useful to compile a library of photos of the VDWHS for future use on the webpage and other communication and marketing materials.

- Collect photos for use
- Negotiate royalty fees with photographers
- Commission photos for brochures / etc.

View Du Pisani (2007:92-93) for the documentation system guidelines.

5.3. MEDIUM TERM TASKS (6-18 MONTHS)

- Local and international educational and awareness campaigns
- Compile a database of specialists on specialist areas concerning the VDWHS

5.4. FUTURE ACTIONS (> 18 MONTHS)

- Get ideas from the stakeholders on creating awareness for the VDWHS
- Create a VDWHS club for children – with books and posters
- Create exhibitions or displays on the VDWHS
- Conduct workshops, lectures or educational events
- Set up an award for best VDWHS journalism
- Create an adopt a site campaign
- Trademarking VDWHS produce with the logo

5.5. BUDGET

The table below is an estimate of the costs involved to complete the actions listed. Please note that this is an estimate.

Table 6: Communication and marketing budget

Action	Cost
1. Appoint a communication and marketing practitioners for the VDWHS	
Total cost to company	150 000.00
2. Commemorative plaque*	
Research on location and design for the plaque	2 000.00
Engraving	1 000.00
Unveiling function	10 000.00
Information packs	1 000.00
3. The VDWHS at Aardklop*	
Exhibit materials	20 000.00

Exhibition space	5 000.00
People to man the exhibit	---
Trips to the VDWHS	5 000.00
4. Communicating legislation to landowners	
Assess and translate the legal information	5 000.00
Prepare the information to be sent	1 000.00
Send the information via webpage, email, newsletter*	5 000.00
5. Documentation on the VDWHS	
Compile a list of all VDWHS information and translation of articles from academic language	10 000.00
Start a library on VDWHS information*	5 000.00
6. Stakeholder engagement / public participation	
Compile a complete stakeholder profile, Research and determine the health of the stakeholder relationships and determine the issues on which the stakeholders need to have information and preferred communication channels	10 000.00
Send invitations or advertisement to inform stakeholders of open meetings*	1 000.00
Organize open meetings on a regular basis*	5 000.00
8. Media relations	
Arrange visits from the media to the VDWHS*	2 500.00
Prepare a press toolkit*	5 000.00
11. VDWHS Newsletter	
Distribute the newsletter	5 000.00
12. VDWHS tourism	
Documentation, advertising etc.	200 000.00
13. VDWHS Webpage	
Determine the needs of a website and which URL to	2 000.00

use	
Negotiate the use of photos, links, advertisement*	100 000.00
Registering domain name*	1 000.00
Hosting of the website*	6 000.00
Gather and organize the information and rewrite information where necessary and develop the structure and compiling the information for the website	10 000.00
Designing the website	5 000.00
Create a promotion plan to make people aware of the webpage	5 000.00
12. VDWHS Identity	
Research needs to be done in order to establish how stakeholders see the dome in order to develop a brief for a competition or designers.	4 000.00
Stakeholder consultation*	1 500.00
A logo guideline document should be compiled	2 000.00
Trademark the logo*	??

* The assumption is made that a person appointed for communication and marketing in the VDWHS can execute this task.

6. RESOURCES NEEDED TO IMPLEMENT COMMUNICATION AND MARKETING MANAGEMENT PLAN

The following resources will be needed to be enable the implementation of the communication and marketing plan:

- A communication and marketing practitioner
- Office with:

- A computer with software that allows for picture editing, creation of documents, etc.
- Telephone and fax
- Access to email, internet, webpage
- GIS and GPS software and equipment
- Budget to complete communication and marketing tasks.

7. PUBLIC PARTICIPATION PROCESS

This document was drawn up in consultation with stakeholders of the VDWHS through the following participation events:

- Workshop held on 28 February 2007 at Egweni, Parys, open to all to attend. Notice of this workshop was given through advertisements in the local media and word of mouth through Julius Motau to the local communities.
- By circulating this document to the thematic task team in April 2007 for comment.

For further information on public participation, please refer to the public participation report.

8. ACKNOWLEDGEMENTS

We wish to thank the Thematic Task Team who assisted in the compilation of the Communication and Marketing Plan. The members were:

Table 7: Thematic task team

Name	Company
Stephan de la Harp	Land Owner / Bewarea
Warrin Flores	Land Owner
Stephan Pretorius	AGES
Nomazizi Mdi	DTEEA
Gwen Theron	African EPA
Julius Moloji	AGES
Tredoux Odendaal	Parys Development Forum
Miems Lamprecht	Potch Museum
Melville Saayman	North West University (Tourism)
Kobus Du Pisani	North West University (Heritage)

Although this thematic task team was very small, various other individuals were consulted on an ad hoc basis.

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