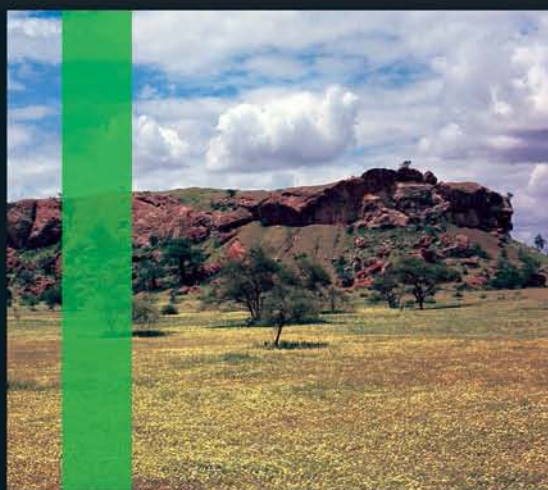


2015/16 - 2019/20

STRATEGIC PLAN

VOTE 33



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA





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LIST OF ACRONYMS

AGSA:	Auditor-General of South Africa	NDP:	National Development Plan
APP:	Annual Performance Plan	NGP:	New Growth Path
AU:	African Union	NRTS	National Responsible Tourism Strategy
B-BBEE:	Broad-based Black Economic Empowerment	NTCE:	National Tourism Careers Expo
BEE:	Black Economic Empowerment	NTIG:	National Tourism Information Gateway
BRICS:	Brazil, Russia, India, China and South Africa	NTR&KM:	National Tourism Research and Knowledge Management
CGP:	Code of good practice	NTSF:	National Tourism Sector Forum
CGICTPF:	Corporate Governance of Information Communication Technology Policy Framework	NTSS:	National Tourism Sector Strategy
COO:	Chief Operations Officer	NVIF:	National Visitors Information Framework
DDG:	Deputy Director-General	PoA:	Programme of Action
DPSA:	Department of Public Service and Administration	PKS:	Policy and Knowledge Services Programme
DTM:	Domestic Tourism Management Programme	RMC	Risk Management Committee
DPME:	Department of Planning, Monitoring and Evaluation	SADC:	Southern African Development Community
EDMS:	Electronic Document Management System	SAT:	South African Tourism
EHW:	Employee Health Wellness	SITA:	State Information Technology Agency
ENE:	Estimates of National Expenditure	SLA:	Service Level Agreement
EPWP:	Expanded Public Works Programme	SO:	Strategic Objectives
ESEID:	Economic Sectors, Employment and Infrastructure Development Cluster	SMME:	Small, medium and micro-sized enterprise
FET:	Further Education and Training	SMS:	Senior Management Service
FOSAD:	Forum of South African Directors-General	SPCHD:	Social Protection, Community and Human Development Cluster
FTE:	Full-time equivalent	SRI:	Social Responsibility Implementation Programme
G&A:	Governance and Administration Cluster	Stats SA:	Statistics South Africa
GCIS:	Government Communication and Information System	STR:	State of Tourism Report
GDP:	Gross Domestic Product	TBCSA:	Tourism Business Council of South Africa
HR:	Human Resources	THRDS:	Tourism Human Resource Development Strategy
ICT:	Information Communication Technology	TIP:	Tourism Incentive Programme
ICTS:	International Cooperation, Trade and Security Cluster	TKP:	Tourism Knowledge Portal
IRC:	Information Resource Centre	TLD:	Tourism Leadership Dialogue
ITM:	International Tourism Management Programme	UA:	Universal Accessibility
LAN	Local Area Network	UNWTO:	United Nations World Tourism Organization
MTSF:	Medium-Term Strategic Framework	VFR:	Visiting Friends and Relatives
NCPC:	National Cleaner Production Centre	VPN:	Virtual Private Network
NCSF:	National Communication Strategy Framework	WHS:	World Heritage Sites

FOREWORD BY THE MINISTER

Our government's foremost priority is to realise the objectives of the National Development Plan. The Department of Tourism's Strategic Plan for the next five years details the role of tourism in giving life to our nation's aspirations.

Tourism already contributes to considerable economic growth, services exports and social development. Tourist arrivals to South Africa continue to grow every year. The direct and indirect contribution of tourism to our Gross Domestic Product (GDP) is now R323 billion annually, which is about 9.5% of total GDP. The tourism sector supports over 1.4 million jobs, representing about 10% of total employment in the country.

We are committed to building on this strong base by promoting transformation, inclusive growth and developing the sector in a sustainable way.

Inclusive growth will bring new entrants into the mainstream tourism economy. Responsible tourism will make the sector more socially, economically, and environmentally sustainable. Attaining our vision through these two strategic imperatives will improve the lives of all our people, and ensure that tourism continues to benefit future generations.

Government regards tourism as one of the top six growth drivers in the economy, because of its employment intensity and its multiplier effect on the broader economy. There are opportunities for further growth, which will allow tourism to contribute significantly to addressing the triple challenges of poverty, unemployment and inequality.

Our overall strategy has three pillars.

On the supply side, we are enhancing our destination by improving infrastructure at tourism magnets, developing skills, instilling a culture of service excellence, and ensuring quality of offerings. This is enhancing the experience of tourists. On the demand side, through our public entity, SA Tourism, we implement a world class marketing strategy. Finally, through effective inter-governmental coordination and collaboration, we address barriers to seamless travel



and connectivity and we develop our country's tourism asset base.

Advancing transformation in the tourism sector is paramount. Growth in tourist arrivals is not an end in itself. Growth in tourism must bring tangible economic benefits for our country and all our people.

We need many more new entrants and more representative ownership in the tourism sector. Employment growth must be underpinned by a more skilled workforce and flourishing SMME value chain. As new and improved infrastructure enhances our offering to tourists, quality assurance through the robust grading of establishments and registration of tour guides will build our global competitiveness.

This five year Strategic Plan outlines our key interventions to achieve these aims.

It reflects our ambition to build a strong and sustainable tourism sector that benefits the entire tourism community, and our commitment to ensuring that the benefit of tourism contributes meaningfully to improving the lives of all our people.

Derek Hanekom, MP
Minister: Tourism

MESSAGE BY THE DEPUTY MINISTER

The path to success is never without obstacles, which we must remove to reach our goals.

The same applies to the execution of the National Tourism Sector Strategy, which aims to make South Africa one of the world's top 20 destinations by 2020. The NTSS is guided by the vision of the National Development Plan, and the Medium Term Strategic Framework which steers its implementation. Our strategy is premised on the fact that tourism is a force for good: the economic contribution of tourism provides the means to improve lives by lifting people out of poverty into prosperity.

Globally, the UNWTO forecasts that international tourist arrivals will grow from 1.1 billion in 2014 to 1.8 billion by 2030. This represents a compound annual growth rate of 4.5%. Domestic travel and tourism is likely to be five to six times more than this.

This strategy caters for this growth by recognising emerging needs and addressing our capacity to supply the products services required by the tourist of the future.

We will continue to create a conducive policy and regulatory environment for the inclusive growth and development of the sector. With the promulgation of the Tourism Act No.3 of 2014, the Department will be developing regulatory tools in line with policy aspirations and the mandate as contained in the Act. These include but are not limited to Regulations for Tourist Guiding, for lodging of complaints to the Tourism Complaints Officer and Regulations for Tourism Information and Monitoring System.

Tourist guides influence the overall experience of tourists by imparting information and story lines that give meaning to the iconic sites they visit. The registration of tourist guides is essential, so that a standard of guiding is maintained. The Department will work with the tourist guiding fraternity to provide appropriate training that is market relevant.



Service levels at our Visitor Information Centres will also be improved by better branding and staff training to improve the information flow.

Good governance in the tourism sector depends on a high level of intra-governmental coordination and collaboration. It is for this reason that the Department of Tourism maintains excellent working relations with all the other departments that impact the tourism value chain.

We remain committed to work together to ensure that the success of our tourism sector creates a better life for all our people.

A stylized, handwritten signature in black ink, enclosed within a thin, hand-drawn oval border.

Tokozile Xasa, MP
DEPUTY MINISTER: TOURISM

OVERVIEW BY DIRECTOR-GENERAL

During this planning cycle, we identified priorities requiring our immediate intervention. We have reviewed our departmental programme performance indicators to strengthen monitoring and evaluation of our plan and to enable oversight. This 2015/16 Review of our Strategic Plan and Annual Performance Plan builds on our strengths to ensure that we continue to develop a sustainable and inclusive tourism industry in South Africa. These plans establish priorities in tourism, and align the means to address these, informed by the lessons learned in the past financial cycle.

The department will continue to assert tourism's position as a key economic growth driver in South Africa, as recognised by the National Development Plan (NDP). The National Tourism Sector Strategy (NTSS) remains the blueprint for the sector and is due for a medium-term review in the 2015/16 financial year. The NTSS review will inter alia allow for alignment with the NDP, ensuring that our priorities for this year will also contribute to the achievement of the NDP tourism objectives. The focus will be on facilitating the growth of the tourism industry by providing support to the public and private sectors as well as to the broader community with their initiatives to create new and sustain existing jobs while tapping into broader government job creation initiatives.

The concurrence of the tourism function across different spheres of government requires us to strengthen intergovernmental coordination. The department will provide support to provincial and local government on policy direction and programmes. To this end, a capacity-building programme targeting municipalities will continue to be implemented together with the Tourism Induction Seminars hosted in rural district municipalities. The department will continue to provide the policy framework, stakeholder management and planning-related support services at provincial and local government level. We will continue to work together with our partners in government to ensure that tourism priorities are integrated with the planning of other sector departments as well as provincial and local government, encouraging alignment with the NDP and NTSS.

In addition, our department will continue to promote sector transformation as well as the development and growth of small, medium and micro-sized enterprises (SMMEs) in the tourism sector. The tourism codes on broad-based black economic empowerment (B-BBEE) provide us with the tools to promote transformation and compliance in the sector. The department will focus on developing a database of enterprises and suppliers in order

to accelerate SMME empowerment in the tourism sector. In promoting transformation, the department will also provide development support to rural enterprises.

Improved tourism-sector research and information-and-knowledge management is an important element in our endeavour to increase tourism's contribution to growth in gross domestic product (GDP) and job creation. Among other things, the department intends to contribute to this goal by continuing to advance research and information-and-knowledge management within the tourism sector. We will provide tourism-sector knowledge and information services, while also seeking to examine best practices and ensure proper execution of research for tourism growth and development.

Furthermore, we will promote sustainable and responsible tourism as a way of strengthening South Africa's competitive advantage as a tourism destination of choice. We will work with relevant stakeholders to improve service levels in the tourism sector, including ensuring the availability of a skilled workforce. Responsible tourism remains an important element of our strategy to improve the levels of competitiveness and sustainability in the tourism industry. The Department will focus on implementing tourism resource efficiency in the sector and also provide training to staff in the government-owned provincial parks. Part of this programme will include the implementation of tourism incentives to encourage and promote responsible tourism. The Tourism Incentive Programme (TIP) will focus on supporting tourism enterprises in the three priority areas of market access, resource efficiency and tourism grading.

The implementation of the Domestic Tourism Growth Strategy will allow us to undertake integrated planning and resourcing of identified projects as well as to respond to key government priorities. It will assist in creating awareness of the hidden treasures within the least-visited provinces and to inculcate a culture of travel among South Africans. In order to continuously improve on skills development in the tourism sector, it is imperative to conduct a skills audit and review the Tourism Human Resource Development Strategy (THRDS) in the medium term. The department will continue implementing the Social Responsibility Implementation (SRI) Programme as our contribution to government's Expanded Public Works Programme (EPWP). Through the SRI, we will continue to facilitate the development of tourism infrastructure projects by means of labour-intensive methods.

Regional integration is a key aspect of South Africa's foreign policy as set out in the Foreign Policy White Paper, and

refers to the advancement of the interests of the African continent broadly.

This plan represents our commitment for the medium term. We look forward to further collaborating with our partners in both the public and private sector to ensure the tourism sector's sustainability by effectively addressing all strategic issues and increasing tourism's contribution to job creation, GDP growth, SMME and skills development and poverty eradication.



Victor Tharage
Acting Director-General

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Tourism under the guidance of Minister Derek Hanekom, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Tourism is responsible.
- Accurately reflects the strategic outcome-oriented goals and strategic objectives which the Department of Tourism will endeavour to achieve over the 2015 – 2020 period.



Mr Ralph Ackermann
Chief Financial Officer



Mr Dirk van Schalkwyk
Chief Operations Officer



Mr Victor Tharage
For Accounting Officer



Approved by:
Mr Derek Hanekom, MP
Executive Authority





PART A - STRATEGIC OVERVIEW

I. Vision

Leading sustainable tourism development for inclusive economic growth in South Africa.

2. Mission

To grow an inclusive and sustainable tourism economy through:

- good corporate and cooperative governance;
- strategic partnerships and collaboration;
- innovation and knowledge management; and
- effective stakeholder communication.

3. Values

3.1. Performance values

Innovative: Leveraging of resources and partnerships to optimise delivery to our stakeholders, and being responsive to change.

Ethical (good corporate governance): Encapsulating the principles of integrity, transparency and accountability.

Customer focus: Providing services and solutions in a manner that is efficient, effective and responsive.

3.2. Organisational values

Empowerment: Create an environment conducive to growth and development for our people.

Integrity: Act with integrity by maintaining the highest standards for accountability, serving with respect, honesty and trustworthiness.

Recognition: Be an organisation that values its own people by ensuring fairness of systems and processes, being supportive as well as recognising and rewarding performance.

4. Legislative and other mandates

4.1 Constitutional mandate

Part A of Schedule 4 to the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national and provincial legislative competence.

4.2 Legislative mandates

Tourism Act, 2014 (Act No 3 of 2014) aims to promote the practise of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors; provide for the effective domestic and international marketing of South Africa as a tourist destination; promote quality tourism products and services; promote growth in and development of the tourism sector, and enhance cooperation and coordination between all spheres of government in developing and managing tourism.

4.3 Policy mandates

- The National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The New Growth Path (NGP) includes tourism as one of the six pillars of economic growth.
- The National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path (NGP).
- The White Paper on the Development and Promotion of Tourism in South Africa, 1996, provides a framework and guidelines for tourism development and promotion in South Africa.

4.4 Relevant court rulings

Not applicable.

4.5 Planned policy initiatives

TABLE I: DEPARTMENTAL PLANNED INITIATIVES PER PROGRAMME

No.	Programme	Planned initiatives
1	Administration	None
2	Policy and Knowledge Services	<ul style="list-style-type: none"> • Review of the NTSS • Development of regulations for the implementation of the Tourism Act, 2014 (Act No.3 of 2014) • Amendment of the Tourism Act, 2014 (Act No. 3 of 2014)
3	International Tourism Management	None
4	Domestic Tourism Management	None

5. Situational analysis

The Department followed its planning cycle framework in managing the process of developing its 2015/16 Annual Performance Plan (APP), which is aligned with broader government policies such as the NDP and the 2014-2019 Medium-Term Strategic Framework (MTSF). The Departmental process entailed series of consultations with all management forums. These included the Management Committee, the extended Management Committee and the Minister's Management Meetings. Further consultations were conducted with other organs of government, such as National Treasury (for budget alignment), the Department of Planning, Monitoring and Evaluation in the Presidency (DPME) (for alignment with the 2014-2019 MTSF) and the Auditor-General of South Africa (AGSA). Their comments and suggestions were considered during the finalisation of this Strategic Plan.

The Departmental management forums considered the approach and steps that needed to be undertaken in developing the 2015/16-2019/20 Strategic Plan and Annual Performance Plan Review, the performance review based on the 2013/14 annual report, as well as the second and third quarterly reports for the 2014/15 financial year.

The Department's branches reviewed the Strategic Plan and contributed to the 2015/16-2019/20 Medium-Term Strategic Framework. They further presented their contributions to the 2015/16 APP at the Minister's strategic planning sessions, in line with the focus and priorities of the Department.

The Department operates within both an external and internal environment. Developments in these environments have a profound impact on the Department's ability to meet its strategic objectives and, inter alia, also the broader government programme of action. These environments need to be analysed in order to formulate the strategy. Both the performance and organisational environments within which the Department operates, as analysed, are thus reflected in the following sections.

5.1 Performance environment

Economic trends

The global economic trends indicate that although advanced economies have over the period 2000 to 2010 contributed more to GDP than emerging economies, the emerging economies' share of the contribution is on the increase. In line with this trend, it is forecast that by 2020, the emerging economies will contribute more towards global GDP than the advanced economies. These changes in emerging economies (the achievement of middle-income status and an increase in disposable income) are expected to have an impact on travel patterns. This presents an opportunity for South Africa, as an emerging market, in respect of tourism growth. The country could also potentially benefit from a general increase in people travelling to emerging economies or, better still, from increased domestic travel by the country's own inhabitants. This trend could see the country receive an increased contribution into its GDP and employment creation.

Tourism performance and global travel patterns

In 2014, the United Nations World Tourism Organization (UNWTO) indicated that the percentage share of travel for the emerging economies has been increasing over the years.

There has been an increase in the percentage share of tourist arrivals for the emerging markets, especially in markets such as Asia, Central and Eastern Europe, the Middle East, Africa and Latin America. The projections for international arrivals in 2020 point to an increase in arrivals for emerging markets. Being an emerging market itself, South Africa stands to gain from these trends in international arrivals.

According to the World Tourism Barometer 2015 report, the number of international tourist arrivals (overnight visits) grew by 4.7% in 2014, reaching a record 1 138 million arrivals. This was an additional 51 million more tourists travelling than in 2013. The same report states that in terms of regions, the strongest growth in 2014 was registered by the Americas (+7%) and Asia and the Pacific (+5%). Europe's growth rate (+4%), the Middle East (+4%) and Africa (+2%) grew at a slightly more modest pace. In 2014, Europe (+4%), was considered the most visited region in the world, with over half of all of the international arrivals, reaching a total of 588 million. Africa on the other hand, registered a 2% increase (equivalent to one million arrivals, reaching 56 million tourist arrivals). Europe is currently the world's largest source market region, generating over half of the world's international arrivals, followed by Asia and the Pacific, the Americas, the Middle East and Africa. On the basis of these trends and the UNTWO Confidence Index, UNWTO projects that in 2015 tourist arrivals would grow between 3% to 4% globally.

In 2013, tourist arrivals to South Africa reached 9,6 million, which represented a growth rate of 4,7%. This growth was driven by markets such as Zimbabwe, United States of America (USA), Brazil, Canada, Asia, Australasia, Japan, China, Australia and India. The continent and especially the South African Development Community (SADC) region continued to be the major source of tourist arrivals to South Africa. Other markets of significance in respect of travel to South Africa are the United Kingdom, France, Germany, USA and China. Visiting friends and relatives (VFR), holiday and business trips were the main reasons for travel to South Africa.

Global developments with regard to travel facilitation indicate that more and more countries are finding the balance between effective management of national security interests and tourism economic imperatives. This trend is largely informed by the need for greater competitiveness. Lessons could be drawn from these emerging practices in our pursuit to be a more competitive destination in line with the country's 2030 vision.

Political trends

Over the past five years, the UNWTO has paid particular attention to raising the profile and importance of tourism and its significance for economic growth and job creation. In this endeavour, it has seen a particular need to raise awareness of tourism and its benefits among governments. Many governments have come to recognise the key role of tourism in their economies and are adopting policies and establishing mechanisms to foster greater growth of their tourism sectors.

South Africa is considered to enjoy political stability and a mature democracy. It has enjoyed regular successful general elections since 1994. Tourism remains a vulnerable sector highly sensitive to perceptions about the destination.

Internationally, South Africa enjoys a significant profile in global affairs. In terms of bilateral relations in the field of tourism cooperation, South Africa has made considerable strides in establishing strong cooperation agreements with key countries in the South. The country continues to play an important role in peace efforts on the continent. As a member of the BRICS (Brazil, Russia, India, China, South Africa) grouping, the G20, etc., it is able to take up issues affecting the continent and the developing world with major powers.

South African's key source markets, both traditional and emerging, continue to maintain travel arrivals. In neither our traditional nor our emerging key source markets have we seen any significant political developments that might disrupt travel patterns. Where there has been some level of political/institutional flux, arrivals have not been affected. Regional tourism among the Southern African countries will in the long term also be of benefit to travel to South Africa. Conversely, travel to South Africa will also be beneficial to travel to some of the SADC countries, given the strong road and air travel links, communication and product connections.

Technological trends

A fast-growing worldwide trend sees consumers making optimal use of technology to plan and manage their lifestyles and travel behaviour. Tourists are now able to connect directly with tourism products by using the internet and social media, increasingly on mobile devices. This makes them less reliant on intermediaries to facilitate travel transactions, and increases the importance of peer-to-peer word of mouth. While the traditional intermediaries for travel arrangements are still relevant in the tourism distribution chain, the internet and mobile devices has opened channels for customers and the industry to interact directly in making travel arrangements and payments, with more options available when planning and booking travel

South Africa needs to heed this change in distribution channels and will have to allocate resources specifically in response to the use of new technology. Online distribution channels such as direct online bookings (including through mobile devices), online travel agents and social media are growing in significance. This also holds the potential to offer increased visibility to and information about South African destinations and product offerings.

Environmental trends

The travel industry and governments are paying increasing attention to global environmental challenges. Some travellers are keenly aware of these issues and make their travel decisions based on destinations and attractions' demonstrated commitment to addressing environmental problems through ecotourism, efficient energy use, as well as conservation of biodiversity and culture.

Natural environment and climate conditions are among the determinants of a region's viability and attractiveness as a tourist destination. South Africa's natural environment and climate conditions are some of the key contributing factors behind the region's appeal as a tourist destination.

Connectivity / transportation

Connectivity can affect the economy through trade, foreign direct investment, tourism, the labour market and agglomeration (i.e. the clustering of industries next to major airports). The UNWTO indicated that Africa's international tourist numbers could grow from the current 56 million to 134 million by 2030 if air connectivity improves. Naturally, air connectivity plays a critical part in realising growth in tourist arrivals.

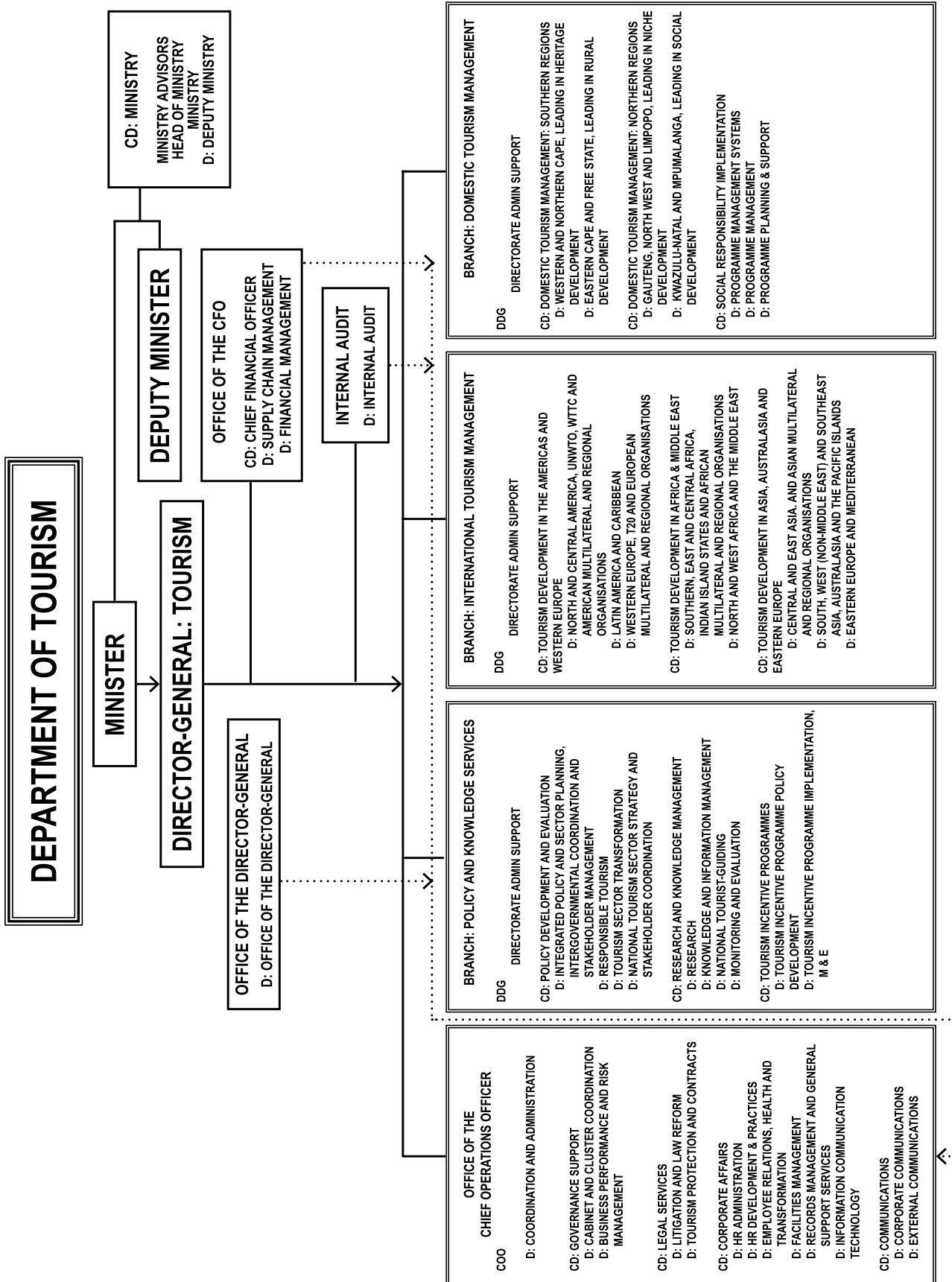
Air connectivity and transport are however not without their challenges. Numerous international studies have shown that significant increases in air passenger taxes and landing fees result in increased cost of travel. Factors affecting air connectivity and transport are volatility of fuel prices, an increase in airport tariffs and charges, as well as carbon emission taxes. These factors significantly affect the cost of travel, and are particularly detrimental for long-haul destinations.

According to the World Bank's Report on Tourism in Sub-Saharan Africa, air transport has been identified as one of the constraints hindering tourism development on the continent. The non-availability of intra-regional air connectivity and the limited internal connectivity affect access to internal destinations. In addition, this hinders progress with the creation and offering of multi-country tourism packages.

The November and December 2013 tourism and migration reports issued by Statistics South Africa (Stats SA) show that a significant number of tourists from SADC countries use road transport as mode of travel to South Africa. The high number of road users perhaps points to a need for the tourism sector to lobby for the improvement of road networks within SADC. The growing number of air arrivals from the continent, indicates that air transport capacity needs to be prioritised.

5.2 Organisational environment

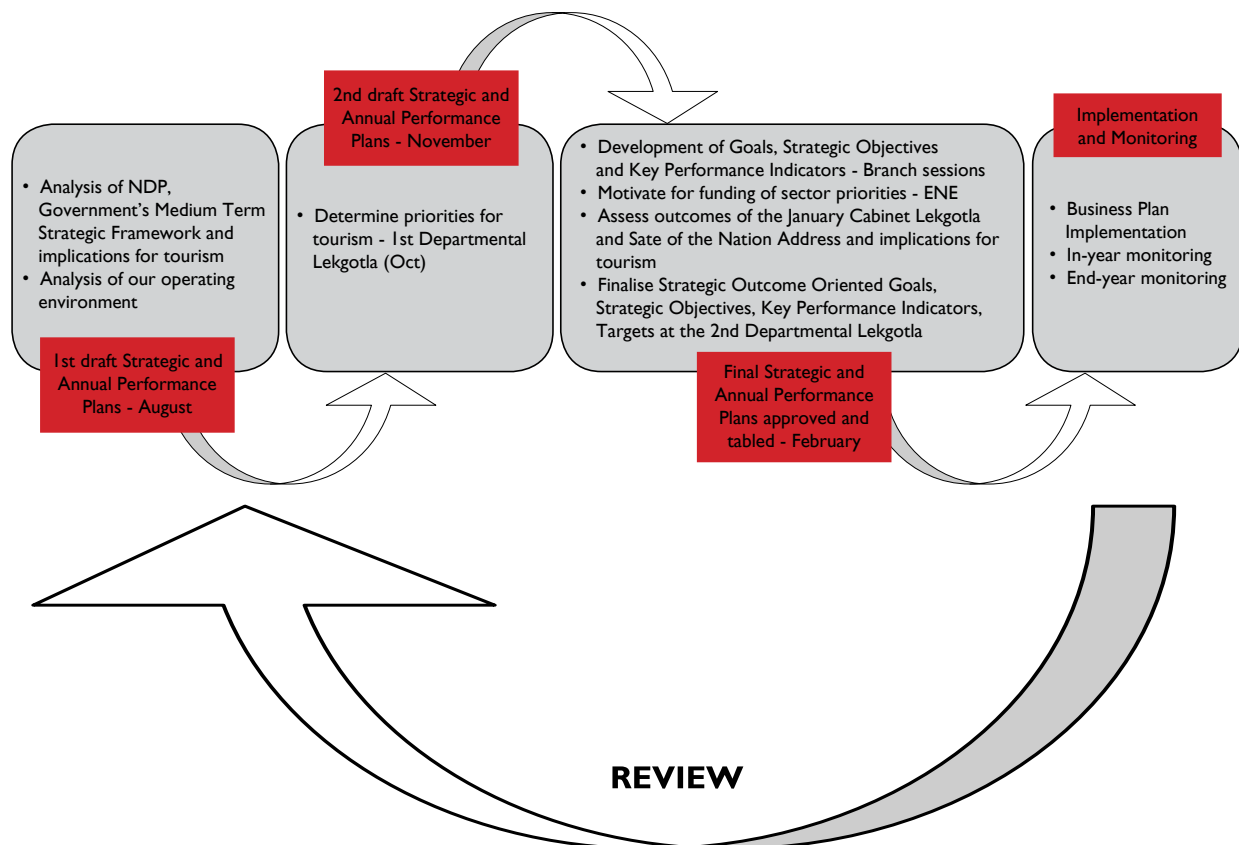
The Department achieved a clean audit report for the 2013/14 financial year. This is a demonstration of the efficiency and effectiveness of the control environment. It is also a result of the Department's attitude towards good governance. The Department also achieved 92% of its targeted annual performance for the 2013/14 financial year. The organisation upholds the highest standards of performance whilst ensuring compliance with the rules. Thus, the Department is results oriented in fulfilling the mandate. However, the current high staff turnover and the scarcity of certain specialised skills could pose a risk to the implementation of the Department's strategic plan. Limited bandwidth availability impacts on our ability to optimally render Information and Communications Technology based services. The Department continues to align its resources to the strategy to ensure maximum possible impact thereof. The current organisational structure is included in the next page.



5.3 Description of the strategic planning process

The diagram below describes the participative process undertaken to develop the Strategic Plan.

DIAGRAM I: PROCESS - COMPILATION OF STRATEGIC PLAN



6. Organisational strategic outcome-oriented goals and strategic objectives

6.1 Organisational strategic outcome-oriented goals

TABLE 2: ORGANISATIONAL STRATEGIC GOALS

Government outcomes	Strategic outcome-oriented goals	Goal statement
Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.	Achieve good corporate and cooperative governance.	<p>The Department conducts its business in a manner that creates public confidence in the state. This requires excellent systems for the management of public resources, ridding the system of any inefficiency and enabling oversight by institutions of the state in the interest of the public.</p> <p>The Department is responsible to formulate a legal and regulatory framework for the sustainable development and management of tourism. Decisions in this regard are meant to govern the tourism sector to ensure that South Africa's approach to tourism development is in line with the principles of sustainability and responsible tourism. This requires the formulation of laws, regulations and policies for the sector to ensure a coherent approach to tourism development. It is also recognised that tourism growth depends on various other, contributing sectors. Therefore, a cooperative governance system must coordinate efforts to create coherence among all role-players.</p>
<p>Outcome 4: Decent employment through inclusive economic growth.</p> <p>Outcome 7: Comprehensive rural development.</p> <p>Outcome 11: Creating a better South Africa, and contributing to a better and safer Africa in a better world.</p>	Increase the tourism sector's contribution to inclusive economic growth.	<p>Tourism's contribution to the economy is measured by jobs created, contribution to GDP, and revenue generated from tourism activity. Furthermore, as a services export sector, tourism is a significant earner of foreign currency. In the South African context, this growth should be underpinned by the principle of inclusivity to drive tourism-sector transformation.</p> <p>An increase in tourism's economic contribution is driven by an increase in domestic and international tourist arrivals as well as an increase in tourist spend. Along with its partners, the department must create an environment conducive to this increase by ensuring a quality and diverse tourism offering as well as by developing sector capacity.</p>

6.2 Organisational strategic objectives

TABLE 3: ORGANISATIONAL STRATEGIC OBJECTIVES

Strategic outcome-oriented goal	Organisational strategic objectives (SOs)	Responsible programme
Achieve good corporate and cooperative governance.	SO 1: To ensure economic, efficient and effective use of departmental resources.	Programme 1
	SO 2: To enhance understanding and awareness of the value of tourism and its opportunities.	Programme 1, 2 and 4
	SO 3: To create an enabling legislative and regulatory environment for tourism development and growth.	Programme 1 and 2
	SO 4: To contribute to economic transformation in South Africa.	Programme 1
Increase the tourism sector's contribution to inclusive economic growth.	SO 5: To accelerate the transformation of the tourism sector.	Programme 2 and 4
	SO 6: To facilitate tourism capacity-building programmes.	Programme 2, 3 and 4
	SO 7: To diversify and enhance tourism offerings.	Programme 2 and 4
	SO 8: To provide knowledge services to inform policy, planning and decision-making.	Programme 2
	SO 9: To develop new source markets.	Programme 3
	SO 10: To enhance regional tourism integration.	Programme 3
	SO 11: To create employment opportunities by implementing tourism projects.	Programme 4





PART B: STRATEGIC OBJECTIVES

7. Programmes

7.1 Programme I: Administration

7.1.1 Administration objectives, objective statements, baseline performance and justification

TABLE 4: OVERVIEW OF ADMINISTRATION BRANCH

Programme	Sub-programmes	Purpose
Administration: Programme leader: Chief Operations Officer	<ul style="list-style-type: none"> Ministry Management includes Office of the Director-General and Office of the Chief Operations Officer. Corporate Affairs includes Human Resources, Information Technology, Communications, Legal Services, Office of the Chief Financial Officer, and Internal Audit. Office Accommodation 	To provide strategic governance and risk management, legal, corporate affairs, information technology, internal audit, financial management and strategic communications support services to the Department.

TABLE 5: ADMINISTRATION BRANCH STRATEGIC OBJECTIVES

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-orientated goal: Achieve good corporate and cooperative governance.				
SO 1: To ensure economic, efficient and effective use of departmental resources.	To review and implement the organisational performance management system to enhance departmental performance.	As at 31 March 2014: <ul style="list-style-type: none"> 2012/13 Annual Performance Report developed. Quarterly organisational performance reports. 2014/15 Strategic and Annual Performance Plans reviewed. Quarterly risk mitigation report analysed and submitted to Risk Management Committee (RMC). 	A properly functioning organisational performance management system will provide confidence to all our stakeholders on the adequacy of the Department's plans, and will provide information on progress with the implementation of those plans. It will promote the integration of government priorities with the Department's work. It will also promote the development and implementation of accountability measures that go beyond compliance to actually enhance performance. The system provides for proactive management of risks that threaten the Department's ability to achieve its objectives by enhancing and maintaining a system of risk management to avoid adverse outcomes and optimise opportunities.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
	To provide a public-entity oversight support service.	As at 31 March 2014: <ul style="list-style-type: none"> Quarterly South African Tourism oversight reports developed. 		
	To attract, develop and retain a capable and skilled workforce in a caring work environment.	As at 31 March 2014: <ul style="list-style-type: none"> Vacancy rate: 8,6%. Maintained 54% women representation. Maintained 4,5% representation for people with disabilities. 100% development and implementation of Workplace Skills Plan. 100% compliance in the management and handling of grievances, misconduct and disputes. Four Employee Health and Wellness (EHW) programmes facilitated. 	To ensure adequate organisational human resource capacity in order to deliver on the mandate and all other applicable government imperatives.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-orientated goal: Achieve good corporate and cooperative governance.				
	To provide optimal ICT services that would enable efficient service delivery.	As at 31 March 2014: • Corporate Governance of ICT Policy Framework (CGICTPF)	Maximising the use of ICT provides platforms to increase productivity and enhance service delivery.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
	To advocate for departmental resources and ensure their economic, efficient and effective use to achieve departmental priorities.	As at 31 March 2014: • Quarterly and annual financial statements were submitted to National Treasury and Auditor-General of South Africa.	This objective is pursued to ensure financial resourcing of the strategy and maintain adequate systems to manage public funds.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship. Public Finance Management Act and Treasury Regulations.
	To provide assurance through an internal audit service for good corporate governance.	As at 31 March 2014: • 100% implementation of the annual plan.	This objective contributes to maintaining an efficient and effective internal control environment within the Department.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
SO 2: To enhance understanding and awareness of the value of tourism and its opportunities.	To provide support service for Department engagement in FOSAD clusters and Cabinet in an effort to enhance relations with strategic government partners.	As at 31 March 2014: • Internal protocol reviewed and implemented.	The Department relies on the support and contribution of other state institutions to effectively carry out its mandate of tourism growth and development. The intergovernmental system provides a valuable platform for influencing other government partners who play a role in the growth and development of tourism.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship. Government Communication Strategy.
	To implement awareness programmes and an effective communication strategy.	As at 31 March 2014: • 100% implementation of requirements of the annual implementation plan of the Department's Communication Strategy.	To solicit stakeholder buy-in on Departmental programmes, raise awareness about the work of the department, and empower stakeholders to make effective use of tourism opportunities.	
SO 3: To create an enabling legislative and regulatory environment for tourism development and growth.	To develop national policies and legislative tools to guide a harmonised approach to growth and development of tourism across the country.	As at 31 March 2014: • Tourism Act, 2014 (Act No. 3 of 2014) • 100% compliance in referring tourist complaints to appropriate authorities, who resolved these within agreed timeframes.	This objective will create an environment that is conducive to the sustainable growth and development of tourism.	Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
SO 4: To contribute to economic transformation in South Africa.	To align departmental expenditure to contribute to black economic empowerment as per the B-BBEE Act.	As at 31 March 2014: • 100% of expenditure on procurement from B-BBEE status level of contributor 1-8 enterprises achieved.	Use government expenditure as leverage to promote economic transformation through the implementation of B-BBEE.	Outcome 4: Decent employment through inclusive economic growth.

7.1.2 Administration resource considerations

Expenditure trends

Expenditure is projected to increase from R224,6 million in 2014/15 to R231,8 million in 2015/16. This represents an inflationary increase of 5,12% and is mainly due to an increase of 6,3% in compensation of employees as a result of annual salary increases. The spending focus over the medium term will be on enhancing management oversight to create and support an enabling policy and legislative environment. This is the main responsibility of the Corporate Affairs sub-programme, which accounts for 64,1% of the total programme budget. Expenditure is expected to grow over the medium term because of inflation-related increases in the cost of computer services for data lines and servers, office accommodation and domestic travel. Spending on these items is expected to increase in order to support service delivery.

7.2 Programme 2: Policy and Knowledge Services

7.2.1 Policy and Knowledge Services objectives, objective statements, baseline performance and justification

TABLE 6: OVERVIEW OF POLICY AND KNOWLEDGE SERVICES PROGRAMME

Programme	Sub-programmes	Purpose
Policy and Knowledge Services: Programme leader: Deputy Director-General	<ul style="list-style-type: none"> Policy Development and Evaluation Research and Knowledge Management Tourism Incentive Programme 	To support the sector policy development and evaluation, research and knowledge management, and the promotion of transformation and responsible tourism.

TABLE 7: POLICY AND KNOWLEDGE SERVICES PROGRAMME STRATEGIC OBJECTIVES

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-oriented goal: Achieve good corporate and cooperative governance.				
SO 2: To enhance understanding and awareness of the value of tourism and its opportunities.	To implement awareness programmes and manage relations with strategic tourism partners and other stakeholders.	As at 31 March 2014: <ul style="list-style-type: none"> Two NTSS delivery forums hosted. Four tourism leadership dialogues (TLD) held. 	To solicit stakeholder buy-in on departmental programmes, raise awareness about the work of the Department, and empower stakeholders to make effective use of tourism opportunities.	<ul style="list-style-type: none"> NDP NTSS
SO 3: To create an enabling legislative and regulatory environment for tourism development and growth.	To develop national policies and legislative tools to guide a harmonised approach to growth and development of tourism across the country.	As at 31 March 2014: <ul style="list-style-type: none"> Framework for regulations in respect of tourist guides finalised. Framework in respect of regulations calling for information from tourism businesses finalised. Resilience Strategy was finalised. Tourism Act, 2014 (Act No. 3 of 2014) NTSS 	To create policy certainty in the growth and development of the tourism sector. To guide tourism development and management so as to align and contribute to government's immediate and long-term objectives and priorities, as outlined in the NDP and Medium-Term Strategic Framework (MTSF).	<ul style="list-style-type: none"> NDP NGP Government's outcomes-based approach NTSS Tourism Act, 2014 (Act 3 of 2014). B-BBEE Charter

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth.				
SO 5: To accelerate the transformation of the tourism sector.	To implement programmes aimed at the empowerment of marginalised enterprises and individuals to promote inclusive growth of the sector.	As at 31 March 2014: • Quarterly reports on the implementation of the Tourism BBEE Charter Council Plan of Action developed.	Compliance with the tourism sector's B-BBEE codes of good practice to enhance tourism-sector transformation.	<ul style="list-style-type: none"> • NDP • Tourism Act, 2014 (Act No. 3 of 2014). • B-BBEE Charter • NTSS
SO 6: To facilitate tourism capacity-building programmes.	To build capacity for tourism development and growth focussing on local government, responsible tourism, Visitor Information Centres, tourist guides and executive development linked to sector transformation.	As at 31 March 2014: • Training of Municipalities done.	<p>To enhance tourism capacity at the level of local government, for effective implementation of the NTSS.</p> <p>To ensure uniformity and standardisation in the provision of tourism information services across the country.</p> <p>To build executive management capabilities among black sector players to equip them for future opportunities in pursuit of transformation through the implementation of B-BBEE codes of good practice (CGPs).</p> <p>To enhance the visitor's experience through ensuring quality in tourist-guiding and increasing the number of products that uphold the responsible tourism ethos, including universal accessibility.</p>	<ul style="list-style-type: none"> • NDP • Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
SO 7: To diversify and enhance tourism offerings.	To diversify and enhance tourism offerings in order to increase South Africa's global tourism competitiveness, among others through quality management, with an emphasis on universal accessibility, resource efficiency, product enhancement and the general visitor's experience.	As at 31 March 2014: • Report on the state of universal accessibility (UA) in provincial parks developed.	<p>To increase the country's competitiveness and attractiveness as tourist destination.</p> <p>Diversified product offering has potential to create jobs and ultimately increase demand.</p>	<ul style="list-style-type: none"> • NDP • Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship. • NTSS • NRTS

7.2.2 Policy and Knowledge Services resource considerations

Expenditure trends

The spending focus over the medium term will be on funding the activities of South African Tourism to allow the entity to continue marketing South Africa as a tourist destination of choice, increasing the number of international and domestic tourists. The Tourism Incentive Programme (TIP) is expected to help facilitate sustainable tourism growth and development by developing and implementing market access, resource efficiency and tourism grading.

Expenditure in Policy and Knowledge Services is set to increase by a significant 28%, from R949,5 million in 2014/15 to R1 215,6 million in 2015/16, due to an increase in South African Tourism's transfer payment, and the shifting of the TIP from programme 4, Domestic Tourism, to Policy and Knowledge Services during the budget structure process. The budget increase for the two sub-programmes Policy Development & Evaluation and Research & Knowledge Management also contributes to the considerable increase in the programme's expenditure.

Excluding the transfers, the bulk of the programme's allocation over the medium term goes towards spending on compensation of employees, the increase in which mostly relates to the newly created sub-programme TIP and inflation-related adjustments to salaries. Employees in Policy Development & Evaluation and Research & Knowledge Management sub-programmes develop and update tourism policies and strategies, and monitor and report on NTSS implementation.

7.3 Programme 3: International Tourism Management

7.3.1 International Tourism Management objectives, objective statements, baseline performance and justification

TABLE 8: OVERVIEW OF INTERNATIONAL TOURISM MANAGEMENT BRANCH

Programme	Sub-programmes	Purpose
International Tourism Management Programme leader: Deputy Director-General	<ul style="list-style-type: none"> Americas and Western Europe Africa & Middle East Asia, Australasia & Eastern Europe 	To provide strategic policy direction for the development of South Africa's tourism potential across various regions of the world.

TABLE 9: INTERNATIONAL TOURISM MANAGEMENT BRANCH STRATEGIC OBJECTIVES

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth				
SO 6: To facilitate tourism capacity-building programmes.	To coordinate and undertake capacity-building programmes (knowledge, insights and tools) to equip South African missions abroad and the tourism sector in positioning South Africa as a competitive tourism destination.	As at 31 March 2014: <ul style="list-style-type: none"> 126 missions supported in adopting business planning model for institutionalising tourism. 	Missions represent South Africa's widest footprint abroad, and have a directive to promote South Africa as a preferred destination in their host countries. Capacity-building and skills development opportunities will ensure that missions' officials gain the necessary competence and understanding to better promote the destination. There is also an opportunity to use bilateral partners to support capacity-building programmes that enhance the sector's competitiveness.	<ul style="list-style-type: none"> NDP NGP NTSS South Africa's International Relations Strategy Outcome 4: Decent employment through inclusive economic growth. Outcome 11: Creating a better South Africa, and contributing to a better and safer Africa in a better world.
SO 9: To develop new source markets.	To collaborate with South African Tourism (SAT) to grow the markets that are on the watch-list segment of their portfolio, and to penetrate markets outside the SAT portfolio.	As at 31 March 2014: <ul style="list-style-type: none"> 16 Briefing reports on markets (country & regional) have been developed. 	Creating awareness of Destination South Africa increases arrivals. The aim here is to expand existing marketing efforts using other avenues available outside the SAT marketing portfolio.	<ul style="list-style-type: none"> NDP NGP NTSS South Africa's International Relations Strategy Outcome 4: Decent employment through inclusive economic growth. Outcome 11: Creating a better South Africa, and contributing to a better and safer Africa in a better world.
SO 10: To enhance regional tourism integration.	To implement programmes aimed at strengthening regional cooperation for sustainable tourism growth and development within SADC and across the African continent.	As at 31 March 2014: <ul style="list-style-type: none"> Annual report on international agreements developed, and strategic national priorities facilitated. Participation in eight multilateral fora supported. 	Regional integration is a key aspect of South Africa's foreign policy as set out in the Foreign Policy White Paper, and refers to the advancement of the interests of the African continent broadly. The starting point is our immediate neighbourhood of Southern Africa. "Regional" in this context thus refers to either Southern Africa or Africa as a whole.	<ul style="list-style-type: none"> NDP NGP NTSS South Africa's International Relations Strategy Outcome 11: Creating a better South Africa, and contributing to a better and safer Africa in a better world.

7.3.2 International Tourism Management resource considerations

Expenditure trends

The spending focus over the medium term will be on facilitating capacity-building programmes (knowledge, insights and tools) for South African missions abroad in 2015/16, and making use of the bilateral partnerships to facilitate skills development opportunities. Over the medium term, expenditure is projected to increase to R56 million at an average annual rate of 2, 8%. The R4, 1 million increase is due to the printing and distribution cost previously transferred to SA Tourism.

7.4 Programme 4: Domestic Tourism Management

7.4.1 Domestic Tourism Management objectives, objective statements, baseline performance and justification

TABLE 10: OVERVIEW OF DOMESTIC TOURISM MANAGEMENT BRANCH

Programme	Sub-programmes	Purpose
Domestic Tourism Management Programme leader: Deputy Director-General	<ul style="list-style-type: none"> Domestic Tourism Management: Southern Region Domestic Tourism Management: Northern Region Social Responsibility Implementation 	To provide strategic policy direction for the development and growth of sustainable domestic tourism throughout South Africa.

TABLE 11: DOMESTIC TOURISM MANAGEMENT BRANCH STRATEGIC OBJECTIVES

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-oriented goal: Achieve good corporate and cooperative governance.				
SO 2: To enhance understanding and awareness of the value of tourism and its opportunities.	To implement education and awareness programmes aimed at stimulating interest in travel and promoting wider access to grow domestic tourism.	As at 31 March 2014: <ul style="list-style-type: none"> Tourism Month events calendar done. 	An increase in domestic tourism contributes to the long-term growth, development and sustainability of the tourism industry in South Africa. Inculcating a culture of travel along with facilitating wider access is also vital for a sustainable tourism sector.	<ul style="list-style-type: none"> Outcome 4: Decent employment through inclusive economic growth. Domestic Tourism Growth Strategy
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth.				
SO 5: To accelerate the transformation of the tourism sector.	To implement programmes aimed at the empowerment of marginalised individuals and enterprises in order to encourage inclusive sector growth.	As at 31 March 2014: <ul style="list-style-type: none"> Programmes to support enterprise development through mentorship, market access and training implemented. 	The implementation of the enterprise development programme is aimed at ensuring inclusive participation in the tourism sector to promote sustainable development. The focus on support for rural enterprises also recognises tourism's capacity to contribute to rural economic growth and poverty reduction.	<ul style="list-style-type: none"> Outcome 4: Decent employment through inclusive economic growth. Outcome 7: Comprehensive rural development.
SO 6: To facilitate tourism capacity-building programmes.	To implement prioritised programmes that present opportunities for training and development for the growth of the sector.	As at 31 March 2014: <ul style="list-style-type: none"> National Tourism Careers Expo 2013/14 hosted. 100 further education and training (FET) hospitality graduates selected and placed for food safety training. 	Tourism is a services-driven industry that is prioritised in the economy for its job-creation capability, and thus requires ongoing investment in people in order to maintain and strengthen the destination's competitiveness through a skilled and capable workforce. The focus on rural areas with tourism potential is intended to increase tourism's contribution to an inclusive rural economy.	<ul style="list-style-type: none"> Outcome 4: Decent employment through inclusive economic growth. Outcome 7: Comprehensive rural development.

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth.				
SO 7: To diversify and enhance tourism offerings.	To implement prioritised programmes identified in the NTSS and Domestic Tourism Growth Strategy in order to enhance products and experiences.	As at 31 March 2014: • Service Excellence Strategy implemented.	To improve the country's competitiveness and attractiveness in offering an authentic tourist experience, and to increase demand. A diversified product offering enables us to respond to varying market needs.	<ul style="list-style-type: none"> • Outcome 4: Decent employment through inclusive economic growth. • Outcome 7: Comprehensive rural development.
SO 11: To create employment opportunities by implementing tourism projects.	To implement the Expanded Public Works Programme (EPWP) targeted at the unemployed, youth, women and people with disabilities, as well as an enterprise development support programme for tourism that creates employment opportunities.	As at 31 March 2014: • 2 797 full-time equivalent jobs created through the Social Responsibility Implementation (SRI) Programme (EPWP) for the 2013/14 year.	The EPWP contributes to job creation and poverty alleviation. As a priority sector, tourism identifies areas where the EPWP intervention can result in poverty alleviation, whilst also contributing to tourism development.	<ul style="list-style-type: none"> • Outcome 4: Decent employment through inclusive economic growth. • Outcome 7: Comprehensive rural development.

7.4.2 Domestic Tourism Management resource considerations

Expenditure trends

The spending focus over the medium term will be on implementing the Expanded Public Works Programme targeted at the unemployed, youth, women and people with disabilities. Another focus will be the enterprise development support programme for tourism, aimed at creating employment opportunities. Prioritised programmes identified in the NTSS and Domestic Tourism Growth Strategy in order to enhance products and experiences will drive spending.

The increase in expenditure between 2011/12 and 2017/18 can primarily be ascribed to the implementation of the SRI infrastructure and training projects for the Expanded Public Works Programme.

Expenditure is set to decrease by 15,8%, from R363,6 million in 2014/15 to a projected R306,2 million in 2015/16. The transfer payments for the Expanded Public Works Programme have been reduced by R44 million, which will have an impact on jobs created through the SRI Programme. The transfer payment to strategic tourism partners will also reduce from R23 million in 2014/15 to R13,5 million in 2015/16.

8. Risk management

TABLE 12: DEPARTMENTAL STRATEGIC RISKS

Risk description	Mitigating factors
PROGRAMME 2: POLICY AND KNOWLEDGE SERVICES	
Ineffective stakeholder engagement structures (internal & external): Too many issue-based stakeholder engagements	<ul style="list-style-type: none"> Centralise management of stakeholder engagements. Develop an integrated report of all engagements undertaken by the department. Conduct stakeholder engagement analysis to identify the roles and gaps. Establish bilateral relationships with other departments that have an impact on tourism.
Non-compliance with responsible tourism standards	<ul style="list-style-type: none"> Identify policy and legislative impediments and develop appropriate interventions. Embark on an advocacy and awareness campaign on policies. Conduct periodic policy regulatory reviews in consultation with the stakeholders to establish gaps and international best practice. Develop indicators for progress in the field of environmentally responsible tourism, and report on these to the relevant structures every quarter.
Non-compliance with tourist guiding legislation and regulations	<ul style="list-style-type: none"> Enter into an agreement with law enforcement agencies to monitor compliance.
Insufficient and unreliable information to inform policy, planning and decision-making	<ul style="list-style-type: none"> Engage regularly with stakeholders. Develop a framework for the registration of tourism businesses. Collaborate with the academic institutions to investigate the consolidation of the existing e-database to eliminate duplication. Facilitate/update the knowledge portal in partnership with other strategic stakeholders, which will serve as a platform for storing national tourism-related research and managing it on an ongoing basis.
Provincial stakeholders' non-compliance with the implementation plan for Universal Accessibility in parks	<ul style="list-style-type: none"> Fund the development of a training tool as well as stakeholder engagements. Fund the development of a training programme. Incentivise participation of government-owned provincial parks which are involved in the implementation of the Universal Accessibility in parks project.
PROGRAMME 3: INTERNATIONAL TOURISM MANAGEMENT	
Inability to leverage value from international agreements concluded	<ul style="list-style-type: none"> Conduct an evaluation to determine the value-add of bilateral agreements concluded. Ensure the development and monitoring of action plans for the proper implementation of memoranda of understanding. Collate information of all the tourism agreements committed to by provinces and cities. Consult the local spheres to ascertain their needs so as to promote adequate implementation of international agreements. Determine the needs of different branches of the Department.
Inadequate strategic approach to seizing tourism opportunities	<ul style="list-style-type: none"> Develop the international tourism master strategy to guide and govern the ITM Branch's business operations and strategic approach. Facilitate regular engagement with and reporting to Department of International Relations and Cooperation on multilateral fora prioritised by the Department. Develop policy positions on key substantial issues in consultation with stakeholders. Identify focal point for the Department in respect of each multilateral forum.
South Africa's inability to adequately source new, prioritised markets	<ul style="list-style-type: none"> Activate source market development plans in conjunction with SAT to implement plans for the development of new prioritised markets.
Inadequate utilisation of the BRICS platform for mobilisation with regard to issues that affect developing countries, especially countries in Africa	<ul style="list-style-type: none"> Establish the departmental BRICS coordinating forum. Develop a BRICS stakeholder analysis and engagement plan. Provide updates to the DTM and PKS branches on BRICS developments relating to their areas of operation. Train and empower staff, providing them with an in-depth analysis of BRICS and its potential, paying particular attention to economic benefits to be derived. Enforce the signed memorandum of understanding BRICS countries to ensure cooperation. Diversify segmented markets, without compromising, traditional source markets.

Risk description	Mitigating factors
PROGRAMME 4: DOMESTIC TOURISM MANAGEMENT	
Inadequate planning and coordination structures among the three spheres of government	<ul style="list-style-type: none"> • Consultations with government spheres from primary planning stages to ensure that provinces provide input and align their strategic plans with the Department's plans (public and private). • Integrated planning and coordinated efforts. • Efficient utilisation of existing structures. • Consideration of local government by-laws as they directly impact on the implementation of projects/programmes. • Review and establish coordination structures to foster proper coordination amongst the 3 spheres of government.
Inadequate/limited tourism growth in rural areas	<ul style="list-style-type: none"> • Conduct research to assist the tourism industry understanding of the needs of the domestic tourists. • Identify and analyse policy barriers to growth in all spheres of Government, Municipality by laws and other policies; • Capacity Building (education, training and technical support to municipalities).





PART C: LINKS TO OTHER PLANS

9. Links to the long-term infrastructure and other capital plans

TABLE 13: LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

No	Project name	Programme	Municipality	Project description/type of structure	Outputs	Estimated project cost	Expenditure to date	Project duration	
								Start	Finish
I.	Social Responsibility Implementation (SRI) projects	Domestic Tourism Management	Selected municipalities	Infrastructure tourism projects for communities, e.g. hiking trails, accommodation and caravan parks	Community tourism infrastructure projects	2015/16: R253 135 000 2016/17: R425 394 000 2017/18: R427 023 000	2010/11: R270 176 000 2011/12: R301 370 000 2012/13: R314 350 000 2013/14: R291 049 000	2010/11 financial year	2017/18 financial year

10. Conditional grants

Not applicable

11. Public entities

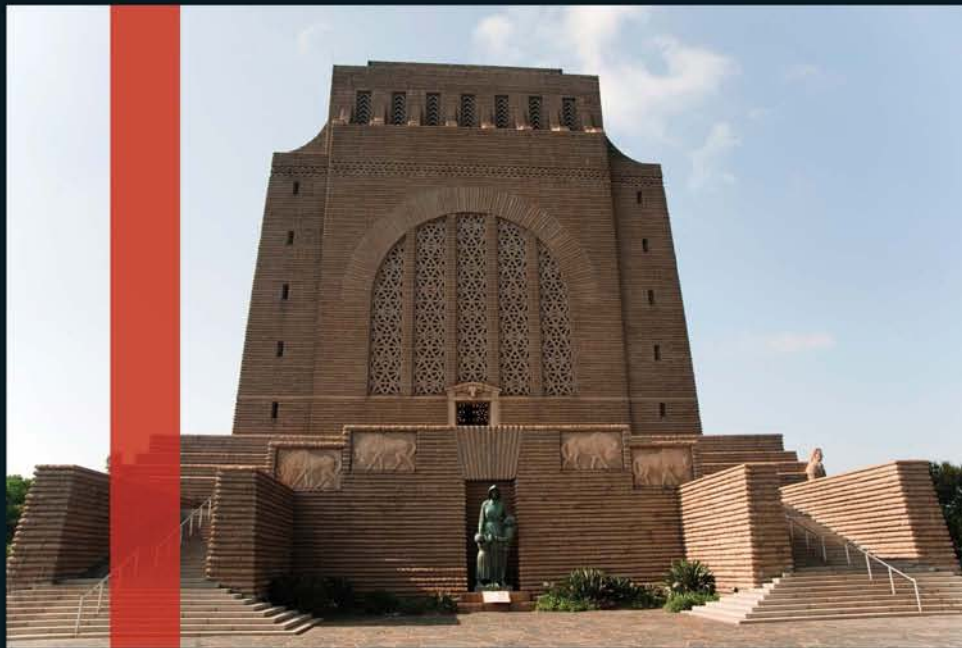
TABLE 14: PUBLIC ENTITY

Name of public entity	Mandate	Outputs	Current annual budget	Date of next evaluation
South African Tourism (SAT)	<p>Chapter 3 of the Tourism Act, 2014 stipulates the following as the functions of the South African Tourism Board:</p> <ul style="list-style-type: none"> Market South Africa as a domestic and international tourist destination. Market South African tourism products and facilities internationally and domestically. Develop and implement a marketing strategy for tourism that promotes the objectives of the Act and of the NTSS. Advise the Minister on any other matter relating to tourism marketing. With the approval of the Minister, establish a National Conventions Bureau in order to market South Africa as a destination for business events by: <ul style="list-style-type: none"> coordinating bidding for international conventions; liaising with other organs of state and suitable bodies to promote South Africa as a destination for business events; and reporting to the Minister on the work performance of the National Conventions Bureau. <p>Furthermore, the Board must perform any function imposed on it in accordance with a policy directive of the Minister, and not in conflict with the Act.</p> <p>In addition, Chapter 4 of the Tourism Act, 2014 assigns the following functions to the Tourism Grading Council:</p> <ul style="list-style-type: none"> The Council must implement and manage the national grading system for tourism, as contemplated in section 28. 	<ul style="list-style-type: none"> Contribute to growth - of international tourist arrivals in South Africa. Contribute to growth of domestic tourism in South Africa. Grow tourism revenue. Improve brand awareness of South Africa as a tourist destination. Increase the number of business events in South Africa. Provide quality assurance for tourism products. 	2015/16: R977 712 000 2016/17: R1 024 847 000 2017/18: R1 076 089 000	June 2015

I2. Public-private partnerships

Not applicable





ANNEXURE I: HUMAN RESOURCE STRATEGY 2015 -2018

1. INTRODUCTION

The Human Resource (HR) Strategy aims to provide strategic leadership and support on all aspects of human resources management in order to fulfil the Department's mission and meet its strategic aims and objectives. The HR objective statement is to attract, develop and retain a capable and skilled workforce in a caring environment. The strategy covers the period 1 April 2015 to 31 March 2018 and summarises the actions required to improve human resources management in the Department, and thereby contribute to the growth and development of the tourism sector in South Africa.

According to HR philosophy, people are central to the successful implementation of departmental objectives and strategy. People management is a core line management responsibility, with the Directorate of Human Resources providing proactive HR solutions and advice. The HR Strategy has been shaped taking into consideration the following:

- The National Development Plan Vision for 2030, chapter 13 ("Building a capable state")
- NDT's mission and vision statements and the emerging strategic objectives and plans
- Legislation pertaining to the public service, employment, and training and development
- The White Papers relating to human resources
- Guidelines from the Department of Public Service and Administration
- Government's Human Resource Planning Strategic Framework
- HR plans, e.g. Employment Equity Plan and Workplace Skills Plan
- Best practices in human resources
- All relevant prescripts

2. PURPOSE OF HR STRATEGY

The purpose of the HR Strategy is to support the Department to achieve its mandate and strategic goals through strategic partnerships.

3. KEY CHALLENGES

- 3.1 Human resources gaps within the organisation: Corporate Support needs to understand the tourism industry in order to be able to deliver sound solutions both from an HR point of view as well as the core business of the Department. The Department's strategic objectives have changed, and Corporate Support's priority is therefore to identify the human resources gaps that need to be bridged in order for the Department to achieve its objectives.
- 3.2 Resource capacity: The newly identified priorities require human resources capacity. It is therefore crucial for the Department to review its current resourcing methods. Vacant posts in prioritised areas must be prioritised for funding in order to support the Department's strategic direction. The current retention strategies do not adequately address the personnel turnover rate, and effective programmes should also be developed to ensure suitable skilling and proper placement.
- 3.3 Organisational design: A continuous change in business demands the realignment of functions and strategic objectives. Without sufficient financial resources, this becomes a challenge that requires innovative solutions.
- 3.4 Leadership and management capacity: Leadership is at the heart of the transformation process, and should therefore be strengthened.
- 3.5 Employee well-being: Officials' well-being is considered a critical factor for the

enhancement of service delivery. The Department will develop programmes that facilitate and promote good employer-employee relations, as well as provide support to employees who face health and wellness challenges. The Department also aims to assess the current corporate culture and implement change where needed.

4. DIMENSIONS

The HR Strategy is structured around the following key dimensions:

4.1 *Strategic partnerships*

In order for HR to develop true strategic partnerships with line management, a deep understanding of the core business of the Department is required. This understanding will enable HR to deliver suitable solutions from a personnel point of view as well as in terms of the Department's strategy. In the implementation of the HR Strategy, there is an increased focus on performance consulting and business partnering as well as analytical reporting on HR trends and impacts.

4.2 *Employee championship*

The promotion of employee-employer engagement will be enhanced by conducting meetings with staff on employment matters, monitoring employee perceptions, designing appropriate employee assistance programmes, and engaging with employees on health and wellness matters. Management must be capacitated to manage change, as this is one of the inherent requirements of the Senior Management Service Competency Framework. The development and implementation of a corporate culture strategy will be aimed at inspiring employees to commit to the Department's vision and to embed the values recorded in the Department's strategy in all operations.

4.3 *Organisational development and design*

Organisational design refers to the required organisational shape, size and structure to enable the Department to meet its objectives. Decisions affecting the shape, size and cost of the organisation should be aligned with the business strategy. Following a recent shift in focus, the organisational structure now needs to be aligned with newly identified focus areas. Any material change causes restructuring and reorganisation in the Department, which again requires the realignment of the functional structure with strategic objectives. In addition, jobs should be aligned with the programme functions and objectives as stipulated in the organisational structure. The entire organisation should be encouraged to take ownership of the implementation of the structure.

Already limited resources should be distributed taking into account priority areas, and funding should be made available to ensure that focus areas are sufficiently capacitated.

4.4 Recruitment and employee life-cycle management

a) Recruitment and HR utilisation

Recruitment strategies should be informed by HR planning. A fresh look at talent management and retention within the department is required. Adequate provision should be made for career progression and/or enrichment of internal candidates. The skills bank should inform proper rotation through a formal rotation programme. Exit interviews are to be used for targeted retention programmes.

Innovative HR solutions are required to overcome resourcing challenges. A full analysis of the current utilisation of available skills, and recommendations for improved utilisation, is needed.

b) Human resource development

Leadership capacity is an NDP focus area. A culture of continuous development and professionalism in senior management should be cultivated in line with the Department of Public Service and Administration's directive on compulsory capacity development, mandatory training days and minimum entry requirements for the senior management service.

The introduction of a mentorship and coaching programme will enhance the transfer of skills and knowledge to new appointments entering the department.

Comprehensive capacity-building, equipping employees with an understanding developments in the tourism sector should enhance productivity, whilst employees must also continue to be empowered through workshops on HR policies and processes. Training and education should be appropriate, adequate, accessible, and aimed at meeting the Department's current and future requirements.

5. CONCLUSION

The successful implementation of the HR Strategy strongly relies on the availability of financial, information technology and human resources as well as the collaboration and support of line management. HR has identified the critical dimensions to promote and/or internalise the vision, mission and values enshrined in the department's strategy. The management and staff of the Department are committed to implement the strategy in the pursuit of enhanced service delivery.



ANNEXURE 2: COMMUNICATION STRATEGY

I. INTRODUCTION

The Communication Strategy provides a framework for communicating in a planned, coordinated, timely and effective way. It also provides for the strategic alignment with government's National Communication Strategy Framework 2014-2019 (NCSF) as well as the priorities identified in the Department's own strategy.

Under the national communication theme, *Together we move South Africa forward*; the Department's Communication Strategy sets the objectives of:

- promoting awareness;
- enhancing targeted stakeholder communication; and
- providing relevant information on government's development programmes within the tourism sector.

The proposed communication programme for the current five-year term will be rolled out in the context of the urgency of government's programme of action (PoA) to accelerate socio-economic transformation.

2. STRATEGIC EMPHASIS

During the five-year horizon up to 2020, the Department's strategic emphasis will be the inclusive growth and sustainable development of tourism. For that reason, the Department's communications emphasis will be on major government and departmental drivers, namely:

- the *Tourism Incentive Programme (TIP)* (focusing on increasing market access, opportunities to provide access to new job entrants, greening infrastructure and energy-efficiency);
- the implementation of a *regulatory environment to support* tourism in areas such as B-BBEE codes and quality assurance (including revamping the grading system, tourist guide registration, norms and standards for tourism information provision and visitor information centres); and
- the *Expanded Public Works Programme* (focusing inter alia on job creation, skills development and enhancing infrastructure, including the iconic World Heritage Site attractions).

3. FUTURE PLANS

- A new brand will position the Department as a leader in tourism development for inclusive economic growth in South Africa, which will be supported by a communication strategy to enhance the understanding and awareness of the new brand.
- Utilising existing marketing and exhibition opportunities, including:
 - Tourism Indaba;
 - Tourism Month;
 - World Tourism Day;
 - National Tourism Careers Expo;
 - Journey to Excellence;
 - Tourism Leadership Dialogue.
 - Women in Tourism Conference; and
 - Local Government Tourism Induction Seminars
- Facilitating customer feedback to ensure quality assurance to inform improvements in service levels in the Department
- Coordinating community outreach programmes.
- Optimal use of social media platforms.
- Improve Departmental interaction with media.



ANNEXURE 3: ASSET MANAGEMENT STRATEGY

1. PROPOSED ACQUISITIONS OF FIXED CAPITAL ASSETS

The Department has no fixed capital assets. The Department of Public Works entered into a lease agreement for office accommodation on behalf of the Department. The Department has also submitted its accommodation needs to Public Works for planning purposes for when the lease agreement expires.

2. PROPOSED ACQUISITION OF MOVEABLE CAPITAL ASSETS

The Department submits an annual procurement plan to National Treasury, which includes the acquisition of moveable capital assets for the applicable financial year. The acquisition of moveable assets is driven by a needs analysis and evaluation of existing assets, taking into account the assets' physical condition, functionality, operational cost and financial performance. The acquisition will also allow for a threshold for local production and content. The replacement of capital moveable assets is considered when an asset is completely unusable, broken, stolen or lost, or its status necessitates its replacement. The acquisition of assets includes transport, computer equipment, furniture, and office machinery and equipment. All newly acquired assets are recorded and accounted for at cost price in the asset register.

3. PLANNED CAPITAL INVESTMENTS, AND REHABILITATION AND MAINTENANCE OF PHYSICAL ASSETS

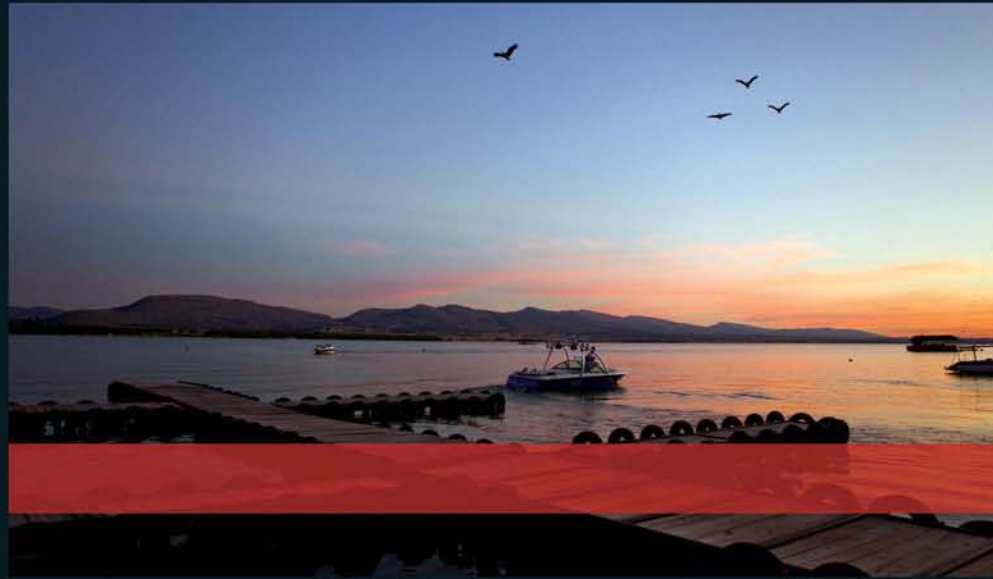
Planned asset maintenance occurs in accordance with concluded maintenance contracts. Based on an asset's life cycle, maintenance will be conducted as per the guarantee period agreed between the Department and service provider(s).

4. PROPOSED ACQUISITION OF FINANCIAL ASSETS, CAPITAL TRANSFER, AND PLANS FOR THE MANAGEMENT OF FINANCIAL ASSETS AND LIABILITIES

Not applicable

5. MULTI-YEAR PROJECTIONS OF INCOME, AND PROJECTED RECEIPTS FROM THE SALE OF ASSETS

All departmental revenue is recognised in the statement of financial performance when received, and is subsequently paid into the National Revenue Fund, unless stated otherwise. Any amount owing to the National Revenue Fund is recognised as payable in the statement of financial position. No accrual is made for amounts receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure note to the annual financial statements. The Department is not a revenue-generating department. The asset policy of the Department provides for the sale of moveable capital assets when redundant. As part of our environmental and social responsibility, disposal of computer equipment includes donations of redundant computer equipment to schools and other non-profit organisations.



ANNEXURE 4: INFORMATION COMMUNICATION TECHNOLOGY STRATEGY

I. INTRODUCTION

The Information Communication Technology (ICT) Strategy is aligned with the departmental strategy to provide a consistent, integrated approach to the planning of Departmental service delivery, as well as integration with the Medium-Term Expenditure Framework process.

2. DELIVERABLES

The following ICT-related support will be provided to departmental users in an effort to improve service delivery:

2.1 Data centre services

The ICT data centre houses all departmental technologies in a secure environment. These technologies include e-mail, anti-virus protection, back-ups, the electronic document management system (EDMS) and network-related infrastructure. The data centre also includes connectivity to National Treasury's transversal systems hosted by the State Information Technology Agency (SITA), as well as connectivity to the internet.

2.2 Connectivity services

These services include the local area network as well as the maintenance of service-level agreements with SITA in respect of their virtual private network (VPN).

2.3 Desktop services

These include the services associated with the installation and maintenance of desktops, notebooks, tablets, printers and scanners. Comprehensive IT equipment support is aimed at creating an effective operational environment.

2.4 Improved ICT security on all systems

ICT security will be improved on all systems through the deployment and maintenance of anti-virus software, VPN firewalls, anti-spam software, universal resource locator (URL) filtering tools, as well as hardware and software management tools.

2.5 Optimisation of the ICT ecosystem

This is aimed at maintaining effective and efficient departmental systems, and identifying and providing ICT business solutions (digital assets, including the departmental website and the tourism knowledge portal) to departmental users and the general public, if required.

2.6 Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF)

Phase I of the established (2015/16-2019/20) ICT Strategic Plan will be implemented.





Tourism call centre number:
0860 121 929

Tourism call centre e-mail:
callcentre@tourism.gov.za

Website:
www.tourism.gov.za

Facebook: NationalDepartmentOfTourism
Twitter: @Tourism_gov_za

Switch board number: 012 444 6000



Physical address (Pretoria): Tourism House, 17 Trevenna Street, SUNNYSIDE

Postal address (Pretoria): Private Bag X424, PRETORIA 0001

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