tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) FOR: THE NATIONAL DEPARTMENT OF TOURISM

For Period: 01 April 2014 – 31 March 2017

THE PROCESS FOLLOWED IN THE DEVELOPMENT OF THE SDIP

The process of developing the SDIP started simultaneously with the Strategic Planning process. The stakeholders consulted were internal branch managers. During planning sessions, the process of developing the SDIP was also discussed. Managers were advised on how to select important services that have an impact on the lives of South Africans.

NAMES OF STAKEHOLDERS CONSULTED

All the branch managers in the department were consulted and provided their inputs during the development of the SDIP.

STAKEHOLDERS CONSULTED FOR DEVELOPING SDIP	DESIGNATION	CONTACT NUMBERS
Mr Victor Tharage	Deputy Director General	012 444 6379
Ms Morongoe Ramphele	Deputy Director General	012 444 6552
Ms Aneme Malan	Deputy Director General	012 444 6380
Mr Dirk Van Schalkwyk	Chief Operations Officer	012 444 6709

THE TEAM RESPONSIBLE FOR THE DEVELOPMENT OF THE SDIP

The Business Performance and Risk Management team, which is responsible for strategic planning, developed the SDIP.

STAKEHOLDERS CONSULTED FOR DEVELOPING SDIP	DESIGNATION	CONTACT NUMBERS
Mr Albert Mafanele	Chief Director: Corporate Affairs	012 444 6135
Adv. Alec Mopeli	Director: Employee Relations, Health & Transformation	012 444 6195
Ms Alugumi Nekhavhambe	Deputy Director: Employee Relations, Health & Transformation	012 444 6784
Ms Mpho Hloae	Assistant Director	012 444 6116
Mr Sello Molomo	Admin Officer	012 444 6176

VISION
A catalyst for tourism growth and development in South Africa.

MISSION
A strategy focused department, committed to create a conducive environment for growing and developing tourism through:

- Innovation
- Strategic partnerships and collaboration
- Providing information and knowledge management service and
- Strengthening institutional capacity

VALUES
Performance Values and Descriptions:

- **Innovative:** Leveraging of resources and partnerships to optimise delivery to our stakeholders and responsive to change.
- **Ethical - Good Corporate Governance:** Encapsulates principles of Integrity, Transparency and Accountability.
- **Customer Focus:** Provide services and solutions in a manner that is efficient and which are effective and responsive.

People's Values and Descriptions

- **Empowerment (Growth, Training, Develop, Skills):** Create an environment conducive for our people's Growth and Development.
- **Integrity:** We will act with integrity by being accountable, showing respect and serving with honesty, respect and trustworthiness.
- **Recognition** (Appreciated, Get Support, and Fairness): We want to be an organisation that values its own people by ensuring fairness of the systems and processes, supportive, recognising and rewarding performance.

Legislative Mandates

Tourism Act, 1993 (Act No 72 of 1993) as amended, makes provision for the promotion of tourism to and in the Republic and for the further regulation and rationalisation of the tourism industry, measures aimed at the maintenance and enhancement of the standards of facilities and services hired out or made available to tourists; and the co-ordination and rationalization, as far as practicable, of the activities of persons who are active in the tourism industry.

Key Services Rendered by the Department of Tourism

- Provision for policy and strategic direction for domestic tourism growth and stakeholder management.
- Creation of job opportunities through the Social Responsibility Programmes which is essentially an EPW programme of the Department.
- Access to departmental website.
- Call centre and information resource centre.
- Enterprise Development.
- National Tourism information gateways.

SITUATIONAL ANALYSIS

Strengths	Weaknesses
• Sound legal and regulatory environment • Policies, regulations and strategies in place to guide processes. • Revamped tourism grading system. • A broad and exceptional tourism resource base – leisure and business tourism, coastal and beach. • Untapped cultural products – mainly as a result of poor packaging, accessibility and infrastructure issues. • Niche Markets and showcasing what we have through proper product packaging. • Tourism policy framework in place (National Tourism Sector Strategy). • Established relationships with academic and other knowledge institutions. • Incentive driven industry on compliance issues. • Good approach to regulation of industry. • Capitalizing on the shift to responsible tourism. • Strong partnerships with our stakeholders.	• Unfunded posts resulting in lack of sufficient capacity to carry out functions. • Process flows not all documented. • Inadequate supplier database system. • Limited policy watch. • Various degrees of implementation of professionalization of tourist guides strategy at provincial level • No proper incentives for tourism businesses linked to good corporate citizenship. • Lack of dedicated tourism survey support. • Lack of availability of credible data for tourism information. • No proper coordination of tourist guide functions.
Opportunities	**Threats**
• Tourism recognized as a key contributor to the economy, its prioritisation by government and creation of a dedicated Ministry of Tourism. • Political and macroeconomic stability and generally growing economy in South Africa. • Mountains, wildlife, bush, wilderness, cities, heritage, diverse and interesting cultures, recreation and sport, adventure, and many niche markets. • Forging of partnerships with Universities, enhancing research capacity and skills base. • Domestic tourism receiving attention at the national level. • Organised tourism industry. • Environmental consciousness. • Industry willingness to engage with the department, stakeholder's support of tourism initiatives.	• Investment in tourism research and development in South Africa is lower than most industrialised countries. • Competition for specialised skills with private sector. • Low culture of travel. • Local Government tourism capacity challenges. • Perceptions of crime negatively impacts on tourism in South Africa • High unemployment rate • Economic power is in hands of the minority. • Natural disasters and climate change impact negatively on travelling patterns. • High costs for the implementation of responsible tourism measures • The cultural resources of our country remain little known and are not adequately integrated into tourism products and experiences. • Seasonality of travellers. • Global economic situation • Lack of awareness of tourism and its benefits. • Lack of attractiveness of the industry as a career option. • Lack of sector transformation.

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2013/14		2014/15	2015/16	2016/17
Access to departmental website	Public	**Quantity:**	None	None	None	None
		Quality:	97% up-time of services. Updated content information.	97% up-time of services and 3% service time Updated content information.	97% up-time services and 3% service time Updated content information.	97% up-time of services and 3% service time Updated content information.
		Consultation	All internal stakeholders	All internal stakeholders	All internal stakeholders	All internal stakeholders
		Access	24/7	24/7	24/7	24/7
		Courtesy	Not applicable	Not applicable	Not applicable	Not applicable
		Openness and Transparency	All relevant information is published.	All relevant information is published.	All relevant information is published.	All relevant information is published.
		Information	Information on all departmental contacts, activities, programmes, projects and services are published.	Information on all departmental contacts, activities, programmes, projects and services are published.	Information on all departmental contacts, activities, programmes, projects and services are published.	Information on all departmental contacts, activities, programmes, projects and services are published.
		Redress	Public are invited to make comments and complaints mechanisms is in place.	Public are invited to make comments and complaints mechanisms is in place.	Public are invited to make comments and complaints mechanisms is in place.	Public are invited to make comments and complaints mechanisms is in place.
		Value for Money	Free service to public	Free service to public	Free service to public	Free service to public
		Time:	24/7	24/7	24/7	24/7

		Cost:	R275 880 per annum	R303 468 per annum	R333 815 per annum	R367 000 per annum
		Human Resources:	Two (2) officials	Two (2) officials	Two (2) officials	Two (2) officials
Call centre and information resource centre	Public	**Quantity:**	13 068 inquiries	14 375 inquiries	15 812 inquiries	16 500 enquiries
		Quality:	95% of inquiries addressed.	100% of inquiries addressed.	Maintain 100% of inquiries to be addressed.	Maintain 100% of inquiries to be addressed.
		Consultation	All stakeholders	All stakeholders	All stakeholders	All stakeholders
		Access	Official working hours	Official working hours	Official working hours	Official working hours
		Courtesy	Professional	Professional	Professional	Professional
		Openness and Transparency	In line with Public Access to Information Act (PAIA)	In line with Public Access to Information Act (PAIA)	In line with Public Access to Information Act (PAIA)	In line with Public Access to Information Act (PAIA)
		Information	Department's contact details are published	Department's contact details are published	Department's contact details are published	Department's contact details are published
		Redress	Customer kept informed until inquiry is addressed.	Customer kept informed until inquiry is addressed.	Customer kept informed until inquiry is addressed.	Customer kept informed until inquiry is addressed.
		Value for Money	Free service to public	Free service to public	Free service to public	Free service to public
		Time:	Official working hours	Official working hours	Official working hours	Official working hours
		Cost:	Incorporated into Information Communication Technology infrastructure.	Incorporated into Information Communication Technology infrastructure.	Incorporated into Information Communication Technology infrastructure.	Incorporated into Information Communication Technology infrastructure.
		Human Resources:	Three (5) officials	Five (5) officials	Five (5) officials	Five (5) officials
Provision for policy and strategic direction for domestic tourism growth and stakeholder management.	Communities Tourism Associations Provinces Local government/ Municipalities Tourism	**Quantity:**	Weekly, monthly and quarterly.	Weekly, monthly and quarterly.	Weekly, monthly and quarterly.	Weekly, monthly and quarterly.
		Quality:	Partial participation by some stakeholders (%)	50% participation by stakeholders	75% participation by stakeholders	75% participation by stakeholders
		Consultation	Consultation takes place on a formal and informal communication level.	Provision of information in advance.	Provision of information in advance.	Provision of information in advance.

	businesses		There is room for improvement.	Professionally prepared Consultation at least on a monthly and quarterly basis	Professionally prepared Consultation at least on a monthly and quarterly basis	Professionally prepared Consultation at least on a monthly and quarterly basis
		Access	Currently our key stakeholders do have access to the NDT through the PEDC, Working Group and MIPTECH and MINMEC processes. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.	The Department has revived the PCF so that key stakeholders can access the department at grass root level. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.	Maintain the relevant information on databases and keep them updated. Continue to broaden the NDT stakeholder's networks. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.	Maintain the relevant information on databases and keep them updated. Continue to broaden the NDT stakeholder's networks. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.

Courtesy	In general, stakeholders are dealt with in a courteous manner but there is room for improvement.	Professional communication etiquette with stakeholders. Always speak to stakeholders in a clearly articulated manner and be kind to them.	Maintain Standard and ensure that this courtesy filters through the entire department.	Maintain Standard and ensure that this courtesy filters through the entire department
Openness and Transparency	All documents are (most of the time) circulated prior to workshops which made it easier for participants to contribute during the workshops. Strategies are also posted on the website.	Encourage dialogue and debate between NDT and stakeholders. Accept critique on NDT work. Be honest with stakeholders.	Maintain Standard	Maintain Standard
Information	NDT provided information before, during and after workshops and received important information during the workshops.	Ensure that information is easily obtainable in both hard and soft copy. Ensure that stakeholders know information is available.	Maintain Standard	Maintain Standard
Redress	To directly meet with product beneficiaries in provinces.	Quarterly meeting, through the PCF and	To directly meet with product beneficiaries	To directly meet with product beneficiaries

				TEP.	in provinces.	in provinces.
		Value for Money	Currently monitoring service providers.	Monitoring at the service point to check the level of satisfaction.	Conduct customer satisfaction survey	Conduct customer satisfaction survey
		Time:	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).
		Cost: ('000)	R11,350	R 33,0000.00	R 33,0000.00	R 33,0000.00
		Human Resources:	Full staff compliment	Full staff compliment	Full staff compliment	Full staff compliment
Creation of job opportunities through the Social Responsibility Programme which is essentially an EPW programme of the department.	Communities Local government Provincial department responsible for tourism.	**Quantity:**	5 173 Full Time Equivalent jobs created.	5 625 Full Time Equivalent jobs created.	5 575 Full Time Equivalent jobs created.	5575 Full Time Equivalent jobs created.
		Quality:				
		Consultation	The call or request for projects to be funded is done via the provincial departments which are responsible for tourism as well as through the provincial Tourism Authorities. Furthermore the announcement for availability of funding is made at the Tourism Governance and Development Working Group, MIPTECH and MINMEC. The provinces are responsible for cascading down the information to the local level and for coordination of applications/proposals and	Strengthen the involvement of the project owners in the planning and implementation of projects. Involve the stakeholders which are key for ensuring the sustainability of the tourism projects throughout the project cycle.	Maintain standard	Maintain standard

	submission to Head Office. The Department also initiates projects in consultation with the relevant stakeholders e.g. Chefs youth training project through the South African Chefs Association The project beneficiaries are consulted with regards to the project funds and deliverables, and they form part of the Project Steering Committee.			
Access	The project beneficiaries, provincial department, local government an communities access the department directly in writing, through meetings and via the SRI provincial offices which are located in Bloemfontein, Kimberly, Mthata, East London, Nelspruit, Durban The department can also be accessed through the SRI Helpdesk at the following contact details: Tel: +27 12 444 6501 Fax: +27 12 444 7069 Email - srihelp@tourism.gov.za	The Department has revived the PCF so that key stakeholders can access the department at grass root level. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces. Professional communication etiquette with stakeholders. Always speak to stakeholders in a clearly articulated	Maintain	Maintain

	Website:www.sriprojects.co.za	manner and be kind to them.		
Courtesy	All queries are logged by SRI Help Desk and a monthly report is generated on the number of incidences received and the number resolved.	Professional communication etiquette with stakeholders. Always speak to stakeholders in a clearly articulated manner and be kind to them.	Undertake a customer satisfaction survey	Maintain
Openness and Transparency	We inform projects applicants on the outcome of their application for funding. Time frames are currently not specified. The department involves and updates the project beneficiaries on the progress of their projects through monthly Project Steering Committee meetings as well as through bi-lateral meetings.	Feedback 2 weeks after a decision has been made.	We inform projects applicants on the outcome of their application for funding within 1 weeks of a decision being made.	We inform projects applicants on the outcome of their application for funding within 1 weeks of a decision being made.
Information	Request for project proposals is done through MIPTECH, MINMEC and provincial department which is responsible for tourism The Department submit quarterly reports on the implementation of the projects and jobs created to NDT management and to the	Maintain	Use community media to inform the young people about the available training opportunities	Maintain

	Department of Public Works Report on the expenditure of the programme is submitted to the National Treasury and Public Works quarterly. Report on the implementation of projects to affected stakeholders is done through the Project Advisory Committee meetings, as well as through a request for meeting with the affected stakeholders.			
Redress	We respond to each complaint we receive. Time frames are not specified.	Respond to each complaint within 7 working days of receipt Partner with the municipalities and provincial departments in addressing the challenges experienced with the projects Audit old infrastructure projects and determine their status and intervene or take corrective actions where necessary	Maintain	Maintain

				If projects are not completed on time as planned the project beneficiaries will be informed		
		Value for Money	Conduct impact assessment study Monitor implementation of projects	Maintain	Maintain	Maintain
		Time:	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).
		Cost: ('000)	R298,621.00	R357,034.00	R357,034.00	R357,034.00
		Human Resources:	Full staff compliment	Full staff compliment	Full staff compliment	Full staff compliment
Enterprise Development	Communities Tourism Associations Provinces Local government/ Municipalities Tourism businesses	**Quantity:**	Weekly, monthly and quarterly.	Weekly, monthly and quarterly.	Weekly, monthly and quarterly.	Weekly, monthly and quarterly.
		Quality:	Partial participation by some stakeholders (%)	50% participation by stakeholders	75% participation by stakeholders	75% participation by stakeholders
		Consultation	Consultation takes place on a formal and informal communication level. There is room for improvement.	Provision of information in advance. Professionally prepared Consultation at least on a monthly and quarterly basis	Provision of information in advance. Professionally prepared Consultation at least on a monthly and quarterly basis	Provision of information in advance. Professionally prepared Consultation at least on a monthly and quarterly basis
		Access	Currently our key stakeholders do have access to the NDT through the PEDC, Working Group and MIPTECH and MINMEC processes.	The Department has revived the PCF so that key stakeholders can access the department at grass	Maintain the relevant information on databases and keep them updated.	Maintain the relevant information on databases and keep them updated.

			To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.	root level. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.	Continue to broaden the NDT stakeholder's networks. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.	Continue to broaden the NDT stakeholder's networks. To directly meet with product beneficiaries in provinces. Offices in all nine (9) provinces.
		Courtesy	In general, stakeholders are dealt with in a courteous manner but there is room for improvement.	Improve the way we answer phones. Improve manner in which we dealt with emails.	Maintain Standard and ensure that this courtesy filters through the entire department.	Maintain Standard and ensure that this courtesy filters through the entire department
				Always speak to stakeholders in a clearly articulated manner and be kind to them.		
		Openness and Transparency	All documents are (most of the time) circulated prior to workshops which made it easier for participants to contribute during the workshops. Strategies are also posted on the website.	Encourage dialogue and debate between NDT and stakeholders. Accept critique on NDT work.	Maintain Standard	Maintain Standard

				Be honest with stakeholders.		
		Information	NDT provided information before, during and after workshops and received important information during the workshops	Ensure that information is easily obtainable in both hard and soft copy. Ensure that stakeholders know information is available.	Maintain Standard	Maintain Standard
		Redress	To directly meet with product beneficiaries in provinces.	To directly meet with product beneficiaries in provinces.	To directly meet with product beneficiaries in provinces.	To directly meet with product beneficiaries in provinces.
		Value for Money	Currently monitoring service providers	Monitoring at the service point to check the level of satisfaction.	Conduct customer satisfaction survey	Conduct customer satisfaction survey
		Time:	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).	Working Hours: 07h30 - 16h30 (At Head Office and In all Provinces).
		Cost: ('000)	R25,000 000 (TEP)	R25,000 000 (TEP)		
		Cost: ('000)	R7000 000			
		Human Resources:	TIP staff recruitment process under way	TIP staff recruitment process under way	TIP staff recruitment process under way	TIP staff recruitment process under way
Information gateways(tourism information provision at national ports of entry)	Public and Tourist	**Quantity:**	2 National Information Gateways operational	3 National Information Gateways operational (cumulative)	4 National Information Gateways operational (cumulative)	5 National Information Gateways operational (cumulative)
		Quality:				
		Consultation	Satisfaction Survey	Satisfaction Survey	Satisfaction Survey	Satisfaction Survey

		Access	From 06h00 to 19h00 Linked to SAT call centre which provide foreign language competency in at least 4 languages	From 06h00 to 19h00 Linked to SAT call centre which provide foreign language competency in at least 4 languages	From 06h00 to 19h00 Linked to SAT call centre which provide foreign language competency in at least 4 languages	From 06h00 to 19h00 Linked to SAT call centre which provide foreign language competency in at least 4 languages
		Courtesy	Satisfaction Survey	Satisfaction Survey	Satisfaction Survey	Satisfaction Survey
		Openness and Transparency	Service charter displayed	Service charter displayed	Service charter displayed	Service charter displayed
		Information	Brochures, Electronic display of information, Audio files, Information officers	Brochures, Electronic display of information, Audio files, Information officers	Brochures, Electronic display of information, Audio files, Information officers	Brochures, Electronic display of information, Audio files, Information officers
		Redress	Acknowledgement of receipt of complaints shall be done within 48 hours	Acknowledgement of receipt of complaints shall be done within 48 hours	Acknowledgement of receipt of complaints shall be done within 48 hours	Acknowledgement of receipt of complaints shall be done within 48 hours
		Value for Money	None	None	None	None

		Time:	1 visitor attended to by 1 Information Officer every 8 minutes	1 visitor attended to by 1 Information Officer every 8 minutes	1 visitor attended to by 1 Information Officer every 8 minutes	1 visitor attended to by 1 Information Officer every 8 minutes
		Cost:	R500.000	R1.5m	R2m	R2.5m
		Human Resources:	Information Officer per Gateway	Information Officer per Gateway	Information Officer per Gateway	Information Officer per Gateway

SERVICE DELIVERY IMPROVEMENT PLAN 2014/17

Signed: **Director-General** Date: 060614

Signed: **Minister of National Department of Tourism** : Date:

Name of SDIP Champion:	Mr Derek Hanekom
Designation of SDIP Champion:	Chief Operations Officer
Telephone Number:	012 444 6709
E-mail address:	DvSchalkwyk@tourism.gov.za
Name of Contact Person:	Adv A Mopeli
Designation of contact person:	Director: Employee Relations, Health & Transformation
Telephone Number:	012 444 6195
E-mail address:	