



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

Strategic Plan

2015/16-2019/20

Review for 2016/17 Financial Year



TABLE OF CONTENTS

LIST OF ACRONYMS AND ABBREVIATIONS	4
FOREWORD BY THE MINISTER OF TOURISM.....	5
MESSAGE BY THE DEPUTY MINISTER OF TOURISM.....	6
INTRODUCTION AND STRATEGIC OVERVIEW BY THE DIRECTOR-GENERAL.....	7
PART A: STRATEGIC OVERVIEW	
1. VISION	9
2. MISSION.....	9
3. VALUES.....	9
3.1 Performance values	
3.2 Organisational values	
4. LEGISLATIVE AND OTHER MANDATES.....	10
4.1. Constitutional mandate	10
4.2. Legislative mandates.....	10
4.3. Policy mandates	10
4.4. Relevant court rulings	10
4.5. Planned policy initiatives	10
5. SITUATIONAL ANALYSIS	11
5.1. Performance environment.....	11
5.2. Organisation environment.....	15
5.3. Description of the strategic planning process.....	19
6. ORGANISATIONAL STRATEGIC OUTCOME-ORIENTED GOALS AND STRATEGIC OBJECTIVES.....	21
6.1 Organisational strategic outcome-oriented goals	
6.2 Organisational strategic objectives	
PART B: STRATEGIC OBJECTIVES.....	23
7. PROGRAMMES	23
7.1. Programme 1: Administration	23
7.2. Programme 2: Policy and Knowledge Services	27
7.3. Programme 3: International Tourism Management.....	30
7.4. Programme 4: Domestic Tourism Management.....	31
8. RISK MANAGEMENT	35
PART C: LINKS TO OTHER PLANS.....	37
9. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS.....	37
10. CONDITIONAL GRANTS	37
11. PUBLIC ENTITIES	38
12. PUBLIC-PRIVATE PARTNERSHIPS.....	39

ANNEXURE 1: HUMAN RESOURCE STRATEGY

ANNEXURE 2: COMMUNICATION STRATEGY

ANNEXURE 3: ASSET MANAGEMENT STRATEGY

ANNEXURE 4: INFORMATION COMMUNICATION TECHNOLOGY STRATEGY

LIST OF ACRONYMS AND ABBREVIATIONS

AGSA:	Auditor-General of South Africa	NGP:	New Growth Path
APP:	Annual Performance Plan	NRTS:	National Responsible Tourism Strategy
BBBEE:	broad-based black economic empowerment	NTCE:	National Tourism Careers Expo
CAATS:	computer-assisted audit technique	NTIG:	national tourism information gateway
CD:	Chief Director	NTIMS:	National Tourism Information and Monitoring System
CFO:	Chief Financial Officer	NTSS:	National Tourism Sector Strategy
CGICTPF:	Corporate Governance of Information Communication Technology Policy Framework	NVIF:	National Visitors Information Framework
COO:	Chief Operations Officer	PoA:	Programme of Action
D:	Director	PFMA:	Public Finance Management Act 1 of 1999, as amended by Act 29 of 1999
DD:	Deputy Director	PMDS:	performance management development system
DDG:	Deputy Director-General	RETOSA	Regional Tourism Organisation of Southern Africa
DG:	Director-General	RMC:	Risk Management Committee
DPME:	Department of Planning, Monitoring and Evaluation	SA:	South Africa
DTS:	Domestic Tourism Survey	SADC:	Southern African Development Community
EDMS:	electronic document management system	SARB	South African Reserve Bank
EPWP:	Expanded Public Works Programme	SAT:	South African Tourism
ESEID	Economic Sectors, Employment and Infrastructure Development	SITA:	State Information Technology Agency
FOSAD:	Forum of South African Directors-General	SLA:	service-level agreement
FTE:	full-time equivalent	SMME:	small, medium and micro-sized enterprise
GCIS:	Government Communications and Information System	SO:	strategic objective
GDP:	gross domestic product	SP	Strategic Plan
GIS	geographic information system	SRI:	Social Responsibility Implementation
HR:	human resources	Stats SA	Statistics South Africa
IATA	International Air Transport Association	STR:	State of Tourism Report
ICT:	information communication technology	TBCSA:	Tourism Business Council of South Africa
ICTS:	International Cooperation, Trade and Security	TIP:	Tourism Incentive Programme
ICTSP:	Information Communication Technology Strategic Plan	TKP:	Tourism Knowledge Portal
IT:	information technology	UA:	universal access
LOGIS:	Logistical Information System	UNWTO:	United Nations World Tourism Organization
MP:	Member of Parliament	URL:	uniform resource locator
MTEF:	Medium-Term Expenditure Framework	VPN:	virtual private network
MTSF:	Medium-Term Strategic Framework	WSP:	Workplace Skills Plan
NCSF:	National Communication Strategy Framework	WTTC:	World Travel and Tourism Council
NDP:	National Development Plan		

FOREWORD BY THE MINISTER OF TOURISM

Tourism's enduring capacity to sustain a wide range of jobs through its diverse supply and value chains gives the sector great potential to drive economic growth and improve the lives of all our people.

The Department of Tourism derives strategic direction from these aspirations that the activity of tourism benefits all who are directly involved in it today, that the sector thrives and grows inclusively and sustainably into the future, and that it contributes more and more to the broader growth of our economy and our country.

The National Development Plan (NDP) recognises tourism as a key driver of employment, economic growth and the national transformation agenda. This Strategic Plan details how the Department of Tourism brings together the efforts of the broad range of stakeholders in government, business and communities to collaborate on initiatives that express the underlying aims of the NDP in the coming years. It will be valuable to all stakeholders in the tourism sector, and to the many people outside the sector who we want to include as part of the tourism community of the future.

The main thrust of this plan is to achieve sustainable growth and transformation of the sector through a variety of targeted interventions, and to develop and grow domestic tourism.

We are accelerating transformation in the tourism sector by implementing the Amended B-BBEE Code which is now in effect. The Department is supporting the process of transformation through several strategies designed to advance inclusive growth and create opportunities for more Black people - especially women, the youth, and entrepreneurs - to become involved in tourism. This will also improve the skills and knowledge of those in the sector, enabling them to play a more meaningful role in the future.

In the 2016/17 financial year, the Department will review the Domestic Tourism Growth Strategy in collaboration with South African Tourism. The aim is to develop a culture of travel by making it more affordable and accessible for more of our people. The Department will also develop appropriate strategic interventions to support the growing demand for domestic tourism.

Tourism already touches the lives of many individuals, families, communities and small enterprises every day. Tourism contributes to the improvement of the country's business environment and investment climate, increases national pride and serves as a growth engine to power development and transformation.

Growth of the sector through enhancing domestic tourism, and more social inclusion through transformation, will ultimately help to address the challenges of unemployment, poverty and inequality. This Strategic Plan should be considered against the backdrop of these social and economic imperatives.

Derek Hanekom, MP

Minister: Tourism

MESSAGE BY THE DEPUTY MINISTER OF TOURISM

Tourism is people driven and we as a Department aim to create an environment for sustainable employment and economic growth. We regard this as our core mandate and contribution to the country's gross domestic product and jobs is a key driver of our programmes. The significance of tourism as an important economic sector is recognised globally. It has been identified as one of our economic pillars.

Our goal is to increase the tourism sector's contribution to inclusive economic growth. Tourism's contribution to the economy is measured by jobs created, contribution to the GDP and revenue generated by tourism activity. This growth should be underpinned by the principle of inclusivity to drive tourism sector transformation.

Along with its partners, the department strives to create an environment conducive to developing sector capacity. One of this is to create policy certainty in the growth and development of the tourism sector. One such example is that the annual tourist guiding report on the current status of the tourist guiding sector was finalised.

The department aims to implement programmes aimed at the empowerment of marginalised enterprises and individuals to promote inclusive sector growth. Among these is the focus on women in tourism with the Women in Tourism initiative and the launch of the Women Executive Development Programme.

We will also identify and implement interventions for inculcating a culture of travel among South Africans and subsequently the Social Tourism concept was developed.

The department will continue to facilitate tourism capacity building programmes through sectoral based training through CATHSSETA like the NTCE, Educators seminars. We will continue to roll out the Chefs training, Sommelier training, Tourism Buddies training, and Food Safety

The Department of Tourism's National Tourism Sector Strategy in Cluster 3 under the heading of People Development, has, amongst others, identified a need to address skills shortages in the tourism sector by training and building capacity of unemployed youth and graduates in especially critical and scarce skills in the hospitality and tourism services sector. This dovetails with the Department's Social Responsibility Implementation Expanded Public Works Programme to deliver on its job creation and skills development target. We will further create SRI employment opportunities through the EPWP by identifying tourism area where EPWP interventions can result in poverty alleviation while simultaneously contributing to tourism development.

Going forward, the department realises the importance that entrepreneurship plays in job creation and transformation and is establishing a dedicated programme within the department to drive enterprise development in collaboration with the Department of Small Business Development.

We look forward to implementing our new game plan for the next five years which we are confident will take our sector development to new heights.

Tokozile Xasa, MP
Deputy Minister: Tourism

INTRODUCTION AND STRATEGIC OVERVIEW BY THE DIRECTOR-GENERAL

This review of the Strategic Plan, which the Department has developed over a number of months, builds on our efforts to ensure that we continue to develop a viable tourism industry in South Africa. Together, the Strategic Plan and Annual Performance Plan establish priorities in tourism and align the means to achieve them, building on the gains and lessons learned over the past financial year. The implementation of the revised Strategic Plan and Annual Performance Plan will see the Department focusing on a number of priorities in line with the NDP.

The NDP envisages an increase in economic participation by rural areas, and tourism was identified as one of the contributors to achieve this. The NDP also identified tourism and culture as critical to the overall economy and most importantly employment creation. Similarly, Government's New Growth Path (NGP) and Industrial Policy Action Plan identified tourism as a labour-intensive sector with the potential to stimulate job creation and small businesses.

The one certainty that has emerged is that we cannot simply continue on our current path if we want to increase our impact on the growth of our country, our region and our continent. As a result, the Department has reviewed its strategy and identified new focus areas that will inform its new path. These are coastal and marine tourism, sector transformation, destination development, research and knowledge management, responsible tourism, skills development for the sector, regulatory interventions and enterprise development. The latter occurs through the Expanded Public Works Programme (EPWP), with particular emphasis on rural areas. All of our programmes, projects and plans would revolve around these new focus areas.

The intention with the new focus, amongst other things, is to give particular attention to how the Department would need to deliver on its mandate to stimulate transformation of the tourism sector and contribute to the creation of inclusive economic growth and job creation.

The Department will continue to monitor the performance of the tourism sector by providing tourism statistics through the development of the State of Tourism Report annually. The information gathered and produced would be used, amongst others, to inform future strategic decision-making by both the public and private sector. We see this initiative as both a planning and reporting communications tool for the tourism sector in our country.

Collaboration will be intensified, not only with sector businesses, but also with other critical departments, Provinces and Local Government. The relationship and joint projects with other spheres and entities of government will be a significant aspect of our approach in the rollout of this strategy. We have recognised that in order to fulfil our mandate, we will also need to effectively use our partnership approach to achieve our goals. This, we will continue to do through networking, consultation, sharing of information and working together with all our stakeholders. These collaborations and partnerships become the mechanism by which we ensure that our programmes are responsive to the real needs of businesses in our sector, communities where these business activities take place and also within government in general.

Therefore I would like to thank all our stakeholders for their contribution to the development of this Strategic Plan. We believe that it has struck the right balance in maintaining what we do well and responding to future requirements and opportunities. I wish to thank Honourable Minister Hanekom for his visionary leadership that has brought our focus sharply on making a direct and significant contribution to the implementation of the National Development Plan. Indeed, ours is a pursuit for "an *inclusive* growth of the tourism economy" – a thread that runs across all the programmes of the department. I would also like to express a word of thanks to the Deputy Minister Xasa for her leadership. Finally, I would like to express my sincere appreciation to all of the departmental staff for the commitment to the call of service and rallying behind the Minister's vision for the tourism economy in our country. We don't settle for ordinary – we pride ourselves in excellence.

I look forward to challenging and exciting years ahead.

Mr. Victor Tharage
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.


Mr Ralph Ackermann

Signature: 
Chief Financial Officer


Ms Nomzamo Bhengu

Signature: 
Acting Chief Operations Officer

Mr Victor Tharage

Signature: 
Accounting Officer

**Approved by:
Mr Derek Hanekom, MP**

Signature: 
Executive Authority

PART A: STRATEGIC OVERVIEW

1. 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 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 1: Departmental planned policy 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 3 of 2014) • Amendment of the Tourism Act, 2014 (Act 3 of 2014)
3	International Tourism Management	None
4	Domestic Tourism Management	None

5. Situational analysis

The tourism environment is strongly influenced and affected by many factors due to its complex and systemic nature. It is influenced by external factors over which it has little or no control. These include weather events (such as the drought), social events (such as terrorism, violence, diseases) and economic events (such as the global financial crisis, exchange rate fluctuations), etc. These and many other factors heavily influence the choices of potential tourists towards destinations. Technological events such as the rise of the internet and the major strides made in digital technology, have also changed how potential tourists access information, plan and book their trips. On a real time basis, tourists can find facilities in a location, and choose between them, based on reviews posted by other tourists about their actual experience at the location¹. The tourism sector therefore needs to be flexible and pro-active.

The international increase in terrorism has led to increased tourist focus on safety. The activities of terrorist groups have increased concerns about personal safety across the world, especially in North Africa and the Middle East. For example, in terms of the WTTC Competitiveness Index (2015), South Africa's rating for security is 119th out of 141 countries, driven by perceptions of serious contact crime incidence in the country. Linked to safety is health concerns, such as the outbreak of Ebola in West and Northern Africa. For example, even though Nigeria (20 cases confirmed)² and Kenya (no cases confirmed) were not badly affected, tourists' perception led to a decline in accommodation bookings in both countries in 2014. South Africa³ was equally affected in this regard. There is a perception that South Africa's performance in terms of health is poor, as it is ranked 114th out of 141 countries in the WTTC 2015 index. There is also a general agreement amongst stakeholders that these matters require a collaborative approach in terms of branding and communications about the country.

Although the external environment of tourism is globally improving, there are at the same time, more and more new destinations entering that competitive space. This is characterised by key trends such as digitisation, changing demographics in the markets, concerns about health and safety issues, increased interest in family trips, natural, cultural and adventure tourism. In terms of South Africa's domestic tourism, growth seems to be largely limited by issues of disposable income, lack of appropriate tourism products for lower income families and potential domestic tourists. Regional tourism on the other hand seems to be hampered by lack of effective implementation of regional strategies, although SADC based tourism forms a significant percentage of tourists to South Africa. SADC tourists enjoy South Africa for shopping, lifestyle, events, medical and education tourism. International tourists from outside the continent do however, spend much more than SADC or domestic tourists⁴. There is, however an agreement amongst the stakeholders in this case as well, that more can be done to improve domestic tourism performance and that such interventions should not only be limited to marketing but must include supply side interventions such as destination enhancement amongst others.

In terms of South Africa's, travel facilitation aimed at ease of access to travel to South Africa is seen as the most immediate priority for the country to ensure that we retain our competitiveness. This includes the visa regime which is receiving the necessary attention through the implementation of the Cabinet decision on visa related issues by the Department of Home Affairs, working with the Department of Tourism⁵ and the tourism stakeholders in general.

¹ South African Tourism Environmental Scan. 2015. Pretoria: Blueprint Holdings.

² <http://www.cdc.gov/vhf/ebola/outbreaks/2014-west-africa/case-counts.html>.

³ PWC. 2015. Hospitality Outlook 2015-2019.

⁴ Euromonitor. 2015. <http://www.portal.euromonitor.com/portal/analysis/tab>

⁵ South African Tourism Environmental Scan. 2015. Pretoria: Blueprint Holdings.

5.1 Performance Environment

The WTTC (2015) indicates that the survey of a large number of international tourist business owners yields that the following factors need attention in order to improve the contribution of the tourism sector to the global economy:

- *“Administrative barriers hindering people movement.* This includes time consuming, impractical and aggressive border control policies.
- *Perceptions of instability changing tourist flows.* This includes, terrorism, pandemics, and high levels of contact crime.
- *Increasing difficulty in attracting top talent.* Top and scarce skills and talents are becoming harder to source. For every additional 30 tourists that arrive at a destination, one job is created. Currently there are not enough talented people available in the global industry.
- *Changes in the composition of tourist demanding changing tourist strategies.* This includes new middle class travellers from large source markets such as China, new older tourists from aging developed countries, family travellers and the new young tourist segment.
- *Need to reduce carbon footprint.* New environmental and climate friendly targets for airlines as tourist numbers grow.
- *Investment in Infrastructure.* This seems to lag behind growth in demand, in particular in communications, airport, road and rail. Infrastructure development needs good public private dialogue to optimise timing and synchronicity which in turn will optimise return on investment for the country and the private sector.
- *New technology and innovations revolutionising the tourism industry.* This includes smartphones, GPS, online transactions, online information search and the rise of the sharing economy as channels and supply chains are flattened. Hence there is a need for the industry to carefully tailor its infrastructure development to meet new expectations.”

Economic trends

The contribution of South African tourism (on a direct and induced basis) to GDP, was a total production of US\$ 33 billion in 2014. This was greater than that of the automotive and the chemicals sectors. On a purely direct basis, without taking the multiplier effect of tourism into consideration, Tourism's direct impact on South African GDP is three times greater than the automotive manufacturing sector. At the induced level (direct, indirect and induced), tourism contributed 9.4 percent to GDP in 2014.

Direct jobs in the industry accounted for approximately 680 000 jobs, but when indirect and induced jobs are added, over 1.5 million jobs are linked to the tourism industry, representing 10.4 percent of all employment in South Africa in 2014.

The tourism industry is expected (taking into account the implementation of the Cabinet resolutions on visa regulations) to grow a further 4.9 percent per annum between 2015 and 2025, whereas the overall South African economy is expected to grow at a much slower rate. For every US\$1 million spent in the travel and tourism economy, 51 jobs are supported, of which 22 are direct jobs. This is critical in the context of current youth unemployment especially, in South Africa today.

The travel and tourism economy represents a significant share of South African exports, accounting for US\$ 10.4 billion in 2014, having grown 217 percent between 2000 and 2014 versus overall exports which grew at 194 percent over the same period⁶.

In terms of direct contribution to GDP, South Africa (in 2013) ranked 38th of 170 countries, and in terms of contribution to direct employment, it ranked 25th⁷. From a capital investment perspective it ranked 25th, and from the point of view of visitor exports, it ranked 33rd.

Tourism performance and global travel patterns

International Tourism is on the increase and the trend is set to continue. The number of international tourists who travelled and stayed over at least one night⁸ grew by 4 percent or 21 million tourist visits, in the first six months of 2015. This suggests that there is a slow but steady increase back to pre-global crisis levels. There was a total of 538 million international tourist visits to various destinations between January 2015 and June 2015. Most of these visits were to Europe, Asia, the Middle East and the Pacific, which recorded a growth of 5 percent over the previous year. The Americas recorded a growth of 4 percent. UNWTO predicts a growth of 3 percent to 4 percent worldwide for the year 2015, with a long term forecast of 3.5 percent per annum thereafter to 2020. Over the same period, Africa showed a decline of 6 percent, with the decline in North Africa the most severe at 10 percent, and in sub Saharan Africa less so at 4 percent. This decline has been attributed to concerns about health and safety tourists linked to the outbreak of Ebola and terrorist activities⁹.

According to the World Tourism Barometer (2016) January Report, the number of international tourist arrivals (overnight visits) grew by 4.4% in 2015, reaching a record 1 184 million arrivals. This was an additional 50 million more tourists travelling than in 2015. By region Europe, the Americas, Asia and the Pacific all recorded around 5% growth in 2015. In Europe arrivals reached 609 million which is 29 million or five percent (+5%) growth more than in 2014. Asia and Pacific reached 277 million, the region received 13million more than in 2014. Americas grew by (+5%) to reached 191 million which is 9million more arrivals than in 2014. International tourist arrivals in the Middle East grew by (+3%) to a total of 54 million. Limited data for Africa points to a (-3%) decrease in international arrivals, reaching a total of 53 million. Based on the current trend, UNWTO project International Tourist arrivals to grow by 4% globally by 2016.

Regional Integration

According to StatsSA Domestic Tourism Survey (DTS) conducted for the first time in 2014, South African domestic tourism has shown a general pattern of decline between 2012 and 2014, which is attributed to reduced consumer disposable income. Overnight trips declined from 50.8 million to 47,2 million between 2013 and 2014, although revenues increased from ZAR68.5 to ZAR71 billion, although these numbers have not been adjusted for inflation¹⁰.

⁶ WTTC and Oxford Economics. 2015.

⁷ WTTC. 2015. South African- Country Report.

⁸ South African Tourism Environmental Scan. 2015. Pretoria: Blueprint Holdings.

⁹ South African Tourism Environmental Scan. 2015. Pretoria: Blueprint Holdings.

¹⁰ StatsSA. 2015. Domestic Tourism Survey.

The regional SADC market is an important source market for South Africa. 74.3 percent of all tourists arriving in South Africa come from the SADC region¹¹. The outbreak of xenophobic incidences and utterances are therefore cause for concern in terms of attracting SADC tourists. When comparing year on year data for May (2014/15) SADC sourced tourists, the number of tourists had decreased from all SADC countries except Lesotho and Namibia.

South Africa has played a pivotal role in strengthening regional integration within the tourism sector, particularly in driving transformation within the Regional Tourism Organisation of Southern Africa. The process resulted in SADC member States agreeing to establish the tourism policy unit within SADC Secretariat and refocusing the functions of RETOSA to be solely responsible for marketing the region.

Since Indaba was declared a Pan African Trade Show, South Africa has introduced a platform for policy makers to engage with tourism industry in addressing challenges and opportunities for tourism growth and development in the Continent.

Technological trends

Internet is widely used by over 95 percent of people seeking information about destinations and travel¹². Equally important is that the same number of people use the internet to report on their experiences, thus providing real time feedback on the quality of their experiences with various elements of the tourism value chain. 74 percent of tourists in a Trip Advisor Survey conducted indicated that free WiFi as a main decision making factor in choice of accommodation. Young people in particular accept reviews from other people on social media which tends to influence where they choose to go and online travel bookings to South Africa have nearly doubled, from 150 000 in 2011 to 285 000 in 2013¹³. Therefore, the growth in the use of the internet to access information, compare destinations, book, and plan and organise holidays and business trips and communicate has been enormous and is an undisputed major global trend impacting tourism. It also impacts tourism in South Africa, with more and more international and local tourists expecting a minimum of accessible, reasonably fast WiFi availability. The hotel industry in South Africa has also taken note and there is little doubt that access will be a non-negotiable element of competitive ability for South African tourism operators in the short to medium term. Disruptive technologies have also changed the manner in which business is conducted and there is a need to have a better understanding of these technologies and how they can best be integrated in a manner that does not negatively impact on the business environment.

South Africa currently has approximately 8 000 WiFi active hotspots (there were over 300 million public hotspots globally in 2014)¹⁴ in 30 000 locations nationally. Research undertaken by GMSA in 2014 suggests that there are only 150 million people in sub-Saharan Africa with access to the internet, and that this is projected to double by 2020. Certainly, more and more tourists request access when they travel and expect such access at all major points along their route and at major hubs such as airports and large hotels.

¹¹ South African Tourism Environmental Scan. 2015. Pretoria: Blueprint Holdings.

¹² Guggenheim, J., Kremser, S., Jhunjhunwala, P., McCaleb, T., Garcia-Mon, A., McCabe, L. 2014. Travel goes mobile. The Boston Consulting Group. Retrieved from https://www.bcgperspectives.com/content/articles/transportation_travel_tourism_digital_economy_travel_goes_mobile.

¹³ Speech by Minister Derek Hanekom, at the World Youth Student and Educational Travel Confederation in Cape Town on 23 September 2015 retrieved from http://www.tourism.gov.za/AboutNDT/Ministry/News/Pages/WYSTC_2015.aspx.

¹⁴ BMI-T. 2015 SA Wi-Fi growth will 'boost GDP'. <http://samigration.com/blog/2015/page/4>.

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.

In terms of natural and cultural assets, South Africa ranks very high in international indices and is considered highly competitive in this regard¹⁵.

Connectivity / transportation

Connectivity affects 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.

¹⁵ South African Tourism Environmental Scan. 2015. Pretoria: Blueprint Holdings.

Visa Management and Regulation

There is a trend towards the improvement of accessibility to destinations by means of more convenient visa regimes. In 2014, there had been a reduction in the percentage of the global population required to acquire a visa before departure from 77 percent of the world's population in 2008, to 62 percent in 2014. A total of 50 destination implemented improved visa facilitation by changing their policies from *visa required* to either *e-Visa*, *Visa on Arrival*, or *No Visa Required*, of which 56 percent had changed to *visa on arrival*¹⁶.

Although the global trends is for more open and easier access, South Africa has recently introduced new visa regulations. The regulations included the requirement for in person application for biometric capturing on application of visas which mainly affected visitors from India and China due to the limited proximity to such facilities by the potential travels to South African embassy. The regulations also introduced requirements for children travelling with or without parents, to have an unabridged birth certificate and other documentation.

The introduction of these regulations, unfortunately had unintended negative consequences. According to the South African Reserve Bank (SARB) in its quarterly review¹⁷ the new visa regulations will have a negative effect on the economy at a time when GDP growth has declined to approximately 1.3 percent. A study by Grant Thornton (2015), commissioned by the Tourism Business Council of South Africa (TBCSA) indicated that approximately 100 000 fewer visitors could be expected to visit South Africa on an annualised basis as a result of the changed regulations, resulting in an a loss of approximately 9 300 jobs and a net loss to GDP of ZAR4.1 billion. It has been argued that this is happening at a time when South Africa, by virtue of the declining value of the Rand, should be attracting more than the usual number of visitors, due to the increased value for money it can offer relative to its competitors. Recent statistics released by the International Airline Transport Association (IATA) noted that there has been a 21 percent drop in air ticket revenues in terms of travel to South Africa, that air travel from Asia to South Africa has dropped by 32 percent, travel from Europe has dropped by 23 percent and travel from the USA has dropped by 27 percent¹⁸.

According to ForwardKeys , an organisation which analyses 14 million reservation transactions daily and projects travel and tourism patterns accordingly, reports that there has been a negative effect on family travel to South Africa across a wide range of countries including France (down 29 percent), Sweden (down 29 percent), the United States (down 19 percent) and Germany (down 16 percent)¹⁹. This reduction in international tourist numbers and earnings is occurring at a time when, according to the World Travel and Tourism Council (WTTC) the demand for regional sub-Saharan African tourism is growing and should continue to grow, at an overall rate of 4.9 percent per annum over the next ten years. The WTTC reported that between September 2014 and May 2015, South African international tourist numbers dropped by 6.8 percent.

Contrary to the positive global performance, the number of international tourist to South Africa declined by -6.8% (or 645 463) in 2015, with a total tourist arrival figure of 8 903 773.

¹⁶ World Tourism Organisation. 2014. Visa openness report 2014. UNWTO, Madrid. Retrieved from <http://dtxqtq4w60xqpw.cloudfront.net/sites/all/files/docpdf/2014visaopennessreport2ndprinting.pdf>

¹⁷ South African Reserve Bank, Quarterly Bulletin. June 2015.

¹⁸ International Air Travel Association. 2014. Africa Open Skies. Retrieved from <http://www.iata.org/policy/liberalization/Pages/intra-africa-liberalization-report.aspx>

¹⁹ ForwardKeys. 2015. Retrieved from <http://forwardkeys.com/revenue-management/article/product-for-tourism-councils.html>.

Most importantly, work is underway on the part of the Department of Home Affairs to ensure that there is improvements in travel facilitation without compromising the security of the country in line with the direction provided by Cabinet on these matters.

5.2 Organisational environment

Tourism is an important and a core focus of other important national policies such as the National Development Plan 2030, (NDP) in which it is identified as a key thrust for economic growth for South Africa into the future, and one of the most important drivers of job creation in the economy.

The department followed its planning cycle framework in managing the process of developing its 2016/17-2015/16 Annual Performance Plan (APP), which is aligned with broader government policies such as the NDP and the 2014-2019 Medium-Term Strategic Framework (MTSF). This process entailed series of consultations at political and administrative level. Further consultations were conducted with other organs of state, 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) in terms of the validation of adherence to the technical requirements. Comments and suggestions from these were considered during the finalisation of our plans.

The aim of these consultations was to give intensive attention on how best the department would deliver on its mandate to stimulate transformation of the tourism sector, contribute to the creation of inclusive economic growth and job creation. Discussions in these series of consultation culminated in identification of new eight focus areas through which the department could achieve its vision, mission and mandate. These were broad categories which were identified and designed to inform our strategic path. These included the Coastal and Marine Tourism; Sector Transformation; Destination Development; Research and Knowledge Management, Responsible Tourism; Skills Development for the sector; Regulatory Interventions and Tourism Enterprise Development. In designing these high impact projects, the Theory of Change methodology was applied.

The Department has identified the following two main themes which are consistent with its ideals and overall vision to further reinforce its purpose, namely:

- (i) Fostering the growth of tourism as a major driver of inclusive economic growth and job creation, creating an enabling environment for tourism to grow, and coordinating the growth of tourism through correct policies.
- (ii) A strong focus on developing the tourism sector through creating a policy environment conducive to growth, expansion and development, providing strategic leadership and direction for tourism growth and development in South Africa, which will in turn result in a positive impact on the greater public good.

Successfully pursuing these two themes as part of the Department's new strategic direction depends on a strong organisational environment that promotes investment in leadership, human capital, technology, stakeholder buy-in and other resources, and the re-alignment of these to the new strategy.

In the 2016/17 financial year, the Department will commence with its journey towards change with the new strategy as its roadmap. This will also necessitate a review of the current organisational structure, which will take the following into account:

- The Department's key mandate and the high expectations for high-impact delivery.
- External challenges requiring adequate effective and efficient capacity and systems to deliver on the mandate.
- Internal challenges, mainly those arising from staff engagements through various mechanisms, such as the Minister's imbizos, the Director-General's imbizos, etc.
- The need for greater definition and clarity regarding some of the Department's functions in relation to its agency, the provinces and the sector.
- The need for effective departmental business processes and the best possible utilisation of technology and innovation to enable service delivery.
- Establishing systems to provide accurate and updated information in the tourism sector, enabling greater consensus and credibility of data.
- The need to improve performance in some of the Department's functions and establish a more even distribution of workload across the various units.
- Skills shortages and lack of capacity to deliver on some aspects of the Department's mandate, low staff morale, bureaucratic delays in decision-making, and some staff members' perception that the Department is an uncaring employer.

In order to improve the Department's performance and implement change effectively, a number of change levers were identified to drive the change process. They include the need to:

- develop a strategy for investing in people so that the Department can attract and develop talent and critical skills, and work towards being an employer of choice;
- develop a programme for managing human resources for effective performance so that all employees are aligned and understand their contribution to the overall vision of the Department;
- build strong leadership within the Department, capable of dealing with change and managing diversity;
- entrench a value system within the tourism sector and the Department that embraces professionalism, integrity, honesty and respect, as well as a culture that values transparency and excellence;
- develop a communications programme that ensures timely dissemination of information to achieve maximum buy-in;
- create a change-responsive and adaptable Department by realigning the organisational structure and governance system;
- review the Department's governance structures for reconfiguration;
- streamline business processes for effective execution of policies, service delivery and governance;
- undertake a comprehensive programme of departmental business process re-engineering and link it to the roll-out of information technology (IT) systems and infrastructure;
- invest in the best technology in order to drive efficiency and cut workloads; and
- develop a strategy to leverage existing partnerships and networks to mobilise within the tourism sector and ensure an effective, functional, well-coordinated and motivated sector.

These change levers point clearly towards the desired future end-state of the Department, enabling it to effectively respond to its challenges.

DEPARTMENT OF TOURISM

TOTALS:	
FILLED POSTS:	504
VACANT:	47
UNFUNDED POSTS:	97
TOTAL:	648

MINISTER

CD: MINISTRY

MINISTRY ADVISORS
HEAD OF MINISTRY
MINISTRY
DEPUTY MINISTRY

DEPUTY MINISTER

DIRECTOR-GENERAL: TOURISM

OFFICE OF THE CFO
CD: CHIEF FINANCIAL OFFICER
D: SUPPLY CHAIN MANAGEMENT
D: FINANCIAL MANAGEMENT

OFFICE OF THE
DIRECTOR-GENERAL
D: OFFICE OF THE
DIRECTOR-GENERAL

INTERNAL AUDIT
D: INTERNAL AUDIT

**OFFICE OF THE
CHIEF OPERATIONS OFFICER**

COO
D: COORDINATION AND ADMINISTRATION
CD: GOVERNANCE SUPPORT
D: CABINET AND CLUSTER COORDINATION
D: BUSINESS PERFORMANCE AND RISK MANAGEMENT
CD: LEGAL SERVICES
D: LITIGATION AND LAW REFORM
D: TOURISM PROTECTION AND CONTRACTS
CD: CORPORATE AFFAIRS
D: HR ADMINISTRATION
D: HR DEVELOPMENT & PRACTICES
D: EMPLOYEE RELATIONS, HEALTH AND TRANSFORMATION
D: FACILITIES MANAGEMENT
D: RECORDS MANAGEMENT AND GENERAL SUPPORT SERVICES
D: INFORMATION COMMUNICATION TECHNOLOGY
CD: COMMUNICATIONS
D: CORPORATE COMMUNICATIONS
D: EXTERNAL COMMUNICATIONS

BRANCH: POLICY AND KNOWLEDGE SERVICES

DDG DIRECTORATE ADMIN SUPPORT
CD: POLICY DEVELOPMENT AND EVALUATION
D: INTEGRATED POLICY AND SECTOR PLANNING, INTERGOVERNMENTAL COORDINATION AND STAKEHOLDER MANAGEMENT
D: RESPONSIBLE TOURISM
D: TOURISM SECTOR TRANSFORMATION
D: NATIONAL TOURISM SECTOR STRATEGY AND STAKEHOLDER COORDINATION
CD: RESEARCH AND KNOWLEDGE MANAGEMENT
D: RESEARCH
D: KNOWLEDGE AND INFORMATION MANAGEMENT
D: NATIONAL TOURIST GUIDING
D: MONITORING AND EVALUATION
CD: TOURISM INCENTIVE PROGRAMME
D: TOURISM INCENTIVE PROGRAMME POLICY DEVELOPMENT
D: TOURISM INCENTIVE PROGRAMME IMPLEMENTATION, MONITORING AND EVALUATION

BRANCH: INTERNATIONAL TOURISM MANAGEMENT

DDG DIRECTORATE ADMIN SUPPORT
CD: TOURISM DEVELOPMENT IN THE AMERICAS AND WESTERN EUROPE
D: NORTH AND CENTRAL AMERICA, UNWTO, WTTC AND AMERICAN MULTILATERAL AND REGIONAL ORGANISATIONS
D: WESTERN EUROPE, T20 AND EUROPEAN MULTILATERAL AND REGIONAL ORGANISATIONS
D: LATIN AMERICA AND CARIBBEAN
CD: TOURISM DEVELOPMENT IN AFRICA & MIDDLE EAST
D: SOUTHERN, EAST AND CENTRAL AFRICA, INDIAN ISLAND STATES AND AFRICAN MULTILATERAL AND REGIONAL ORGANISATIONS
D: NORTH AND WEST AFRICA AND THE MIDDLE EAST
CD: TOURISM DEVELOPMENT IN ASIA, AUSTRALASIA AND EASTERN EUROPE
D: CENTRAL AND EAST ASIA, AND ASIAN MULTILATERAL AND REGIONAL ORGANISATIONS
D: EASTERN EUROPE AND MEDITERRANEAN
D: SOUTH, WEST (NON-MIDDLE EAST) AND SOUTHEAST ASIA, AUSTRALASIA AND THE PACIFIC ISLANDS

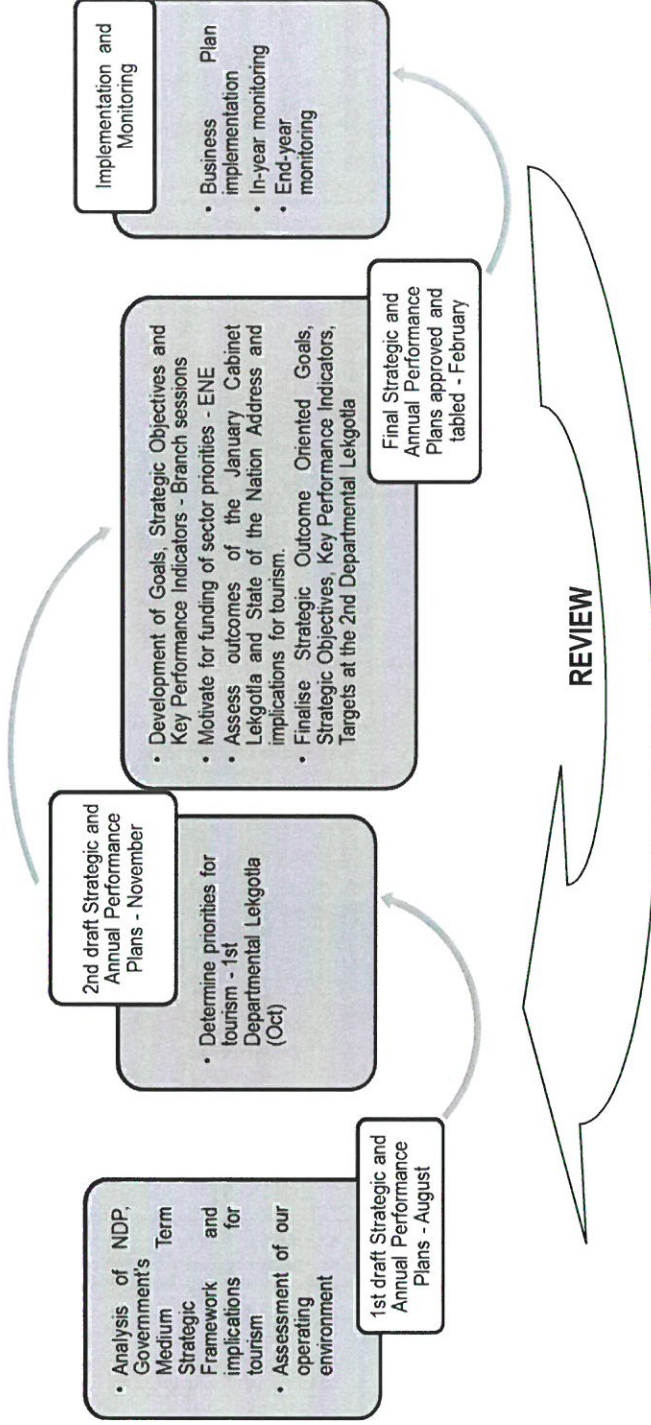
BRANCH: DOMESTIC TOURISM MANAGEMENT

DDG DIRECTORATE ADMIN SUPPORT
CD: DOMESTIC TOURISM MANAGEMENT: SOUTHERN REGIONS
D: WESTERN AND NORTHERN CAPE, LEADING IN HERITAGE DEVELOPMENT
D: EASTERN CAPE AND FREE STATE, LEADING IN RURAL DEVELOPMENT
CD: DOMESTIC TOURISM MANAGEMENT: NORTHERN REGIONS
D: GAUTENG, NORTH WEST AND LIMPOPO, LEADING IN NICHE DEVELOPMENT
D: KWAZULU-NATAL AND MPUMALANGA, LEADING IN SOCIAL DEVELOPMENT
CD: SOCIAL RESPONSIBILITY IMPLEMENTATION
D: PROGRAMME MANAGEMENT SYSTEMS
D: PROGRAMME MANAGEMENT
D: PROGRAMME PLANNING & SUPPORT

5.3 Description of the strategic planning process

The figure below describes the high-level participative process undertaken to develop the Strategic Plan.

Figure 1: 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
<p>Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.</p>	<p>Achieve good corporate and cooperative governance.</p>	<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>	<p>Increase the tourism sector's contribution to inclusive economic growth.</p>	<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>

PART B: STRATEGIC OBJECTIVES

7. Programmes

7.1. Programme 1: Administration

7.1.1 Administration objectives, objective statements, baseline performance and justification

Table 4: Overview of Administration

Programme	Sub-programmes	Purpose
<p>Administration: Programme leader: Chief Operations Officer</p>	<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, Governance Support, and Internal Audit • Office Accommodation 	<p>To provide strategic governance and risk management, legal, corporate affairs, information technology, internal audit, financial management and strategic communications support services to the Department.</p>

Table 5: Administration strategic objectives

Strategic objective	Objective statement	Baseline	Justification	Links
<p>SO 1: To ensure economic, efficient and effective use of departmental resources.</p>	<p>To review and implement the organisational performance management system to enhance departmental performance.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Annual Performance Report for 2014/15 developed • Four quarterly reports on the implementation of the Strategic Plan (SP) and Annual Performance Plan (APP) developed • SP and APP for 2015/16 reviewed • Three quarterly risk mitigation reports analysed and submitted to Risk Management Committee (RMC) • RMC Secretariat provided 	<p>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</p>	<p>Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.</p>

Strategic objective	Objective statement	Baseline	Justification	Links
	To provide a public-entity oversight support service.	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Four South African Tourism (SAT) oversight reports prepared 	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.	
	To attract, develop and retain a capable and skilled workforce in a caring work environment.	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • 6% vacancy rate • 53% women representation • 5,3% representation for people with disabilities • 95,1% black representation • 100% implementation of performance management development system (PMDS) • 100% development and implementation of Workplace Skills Plan (WSP) • 100% compliance in management and handling of grievances, misconduct, disputes and collective bargaining 	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.
	To provide optimal ICT services that would enable efficient service delivery.	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Maintained 98,75% uptime on all ICT services and maximum 1,25% downtime • 2014-2018 Information Communication Technology Strategic Plan (ICTSP) developed 	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.

Strategic objective	Objective statement	Baseline	Justification	Links
	To advocate for departmental resources and ensure their economic, efficient and effective use to achieve departmental priorities.	As at 31 March 2015: <ul style="list-style-type: none"> Four quarterly and one annual financial statement submitted to National Treasury and Auditor-General of South Africa (AGSA) 	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 2015: <ul style="list-style-type: none"> 100% implementation of the annual internal audit 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 the Department's engagement in FOSAD clusters and Cabinet in an effort to enhance relations with strategic government partners.	As at 31 March 2015: <ul style="list-style-type: none"> 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.
SO 3: To create an enabling legislative and regulatory environment for tourism development and growth.	To implement awareness programmes and an effective communication strategy. 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 2015: <ul style="list-style-type: none"> 91% implementation of the Communication Strategy 100% of tourist complaints referred to appropriate authorities for resolution within agreed time-frames 	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. 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.

Strategic objective	Objective statement	Baseline	Justification	Links
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 2015: <ul style="list-style-type: none"> 100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1-8 	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

The spending focus over the medium term will be on developing tourism regulations relating to the national tourism information and monitoring system (NTIMS) as well as the procedure for lodging tourist complaints. Furthermore, the programme will focus on the implementation of the Workplace Skills Plan. The expenditure for programme 1 is expected to increase from R237,5 million in 2016/17 to R252,9 million in 2018/19. This represents an average growth rate of 2,7%, which is mainly a result of annual salary increases. The Corporate Affairs sub-programme, which provides support services, accounts for 65,5% of the total programme budget. Expenditure on goods and services is expected to grow over the medium term due to increases in the cost of computer services for data lines and servers, office accommodation and domestic travel.

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

Table 7: Policy and Knowledge Services strategic objectives

Strategic objective	Objective statement	Baseline	Justification	Links
<p>Strategic outcome-oriented goal: Achieve good corporate and cooperative governance.</p> <p>SO 2: To enhance understanding and awareness of the value of tourism and its opportunities.</p>	<p>To implement awareness programmes and manage relations with strategic tourism partners and other stakeholders.</p>	-	<p>To provide a platform for multi-stakeholder engagements to identify challenges that may hamper effective implementation of the NTSS, whilst also recommending solutions as well as policy and strategy changes that are necessary and critical for the sustainable growth of the sector.</p>	<ul style="list-style-type: none"> • NDP • NTSS
<p>SO 3: To create an enabling legislative and regulatory environment for tourism development and growth.</p>	<p>To develop national policies and legislative tools to guide a harmonised approach to growth and development of tourism across the country.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Tourist guide central database developed 	<ul style="list-style-type: none"> • 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
<p>Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth.</p> <p>SO 5: To accelerate the transformation of the tourism sector.</p>	<p>To implement programmes aimed at the empowerment of marginalised enterprises and individuals to promote inclusive growth of the sector.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Tourism B-BBEE codes amended 	<p>Compliance with the tourism sector's B-BBEE codes of good practice to enhance tourism-sector transformation.</p>	<ul style="list-style-type: none"> • NDP • Tourism Act, 2014 (Act 3 of 2014) • B-BBEE Charter • NTSS • Amended tourism B-BBEE code
<p>SO 7: To facilitate tourism capacity-building programmes.</p>	<p>To build capacity for inclusive tourism development and growth, with a special focus on tourist guides.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Capacity-building of policy makers at local government conducted • Local government tourism conference hosted 	<ul style="list-style-type: none"> • To bridge the knowledge and skills gap within the tourist-guiding sector. • To contribute towards achieving the objectives of the NTSS by providing authentic and memorable experiences to both domestic and international visitors and tourists. 	<ul style="list-style-type: none"> • NDP • Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
<p>SO 8: To diversify and enhance tourism offerings.</p>	<p>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 access, resource efficiency, product enhancement and the general visitor's experience.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Report and implementation plan for universal access (UA) in provincial parks developed • TIP partially implemented: <ul style="list-style-type: none"> ✓ System designed and developed ✓ Programme launched 	<ul style="list-style-type: none"> • To increase the country's competitiveness and attractiveness as a tourist destination. • Diversified product offering has potential to create jobs and ultimately increase demand. 	<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 • National Responsible Tourism Strategy (NRTS)

Strategic objective	Objective statement	Baseline	Justification	Links
<p>SO 9: To provide knowledge services to inform policy, planning and decision-making.</p>	<p>To develop and maintain knowledge management systems, and ensure effective monitoring and evaluation of sector programmes.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> 2013 State of Tourism Report (STR) developed 2013/14 NTSS annual report implementation developed Visitor information knowledge centre database tool developed National Visitors Information Framework (NVIF) implemented (visitor information centre national directory and operational guidelines developed) One national tourism information gateway (NTIG) maintained: One airport of entry (OR Tambo) was developed. Five research reports on studies in collaboration with universities finalised 	<p>To expand the framework for the STR to provide a more complete picture of tourism, its catalytic nature and its contribution to the economy. To continue monitoring the implementation of the NTSS in order to keep track of what has been achieved or not achieved, and recommend improvements.</p> <p>To enhance the visitor's experience as part of supporting tourism growth and development in South Africa in line with national policies and strategies.</p>	<ul style="list-style-type: none"> NDP Tourism Act, 2014 (Act 3 of 2014) NTSS 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. Government shift to knowledge economy and e-governance National Research and Development Strategy

7.2.2 Policy and Knowledge Services resource considerations

Expenditure trends

The programme 2 spending over the medium term will be focused on developing tourist attractions to enhance South Africa's competitiveness as a tourism destination, as well as the transfer of funds to South African Tourism to continue marketing the country as a domestic and international tourist destination. The expenditure for programme 2 is expected to increase from R1,3 billion in 2016/17 to R1,4 billion in 2018/19. This represents an average growth rate of 5,1%, which is mainly due to an increase in the budget for the Policy Development and Evaluation sub-programme. However, the sub-programmes South African Tourism and TIP respectively account for 81% and 14,3% of the total programme budget. Transfers and subsidies constitute 89,5% of the programme budget over the Medium-Term Expenditure Framework (MTEF) period.

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

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 strategic objectives

Strategic objective	Objective statement	Baseline	Justification	Links
SO 7: 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 to position South Africa as a competitive tourism destination.	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> Marketing collateral in foreign languages provided Capacity-building on tourism functions as part of economic diplomacy training for officials of SA missions abroad conducted 	<p>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.</p>	<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 8: 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.	-	To promote investment in order to improve the country's competitiveness and attractiveness in offering an authentic tourist experience.	<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
SO 10: To reduce barriers to tourism growth to enhance tourism competitiveness.	To create an environment conducive to enhancing South Africa's competitiveness, driving an increase in the number of tourist arrivals to South Africa.	As at 31 March 2015: Policy direction for situational reporting on segmented tourism markets provided.	The identification and minimisation of barriers to tourist arrivals to South Africa will contribute to an increased number of tourist arrivals to the country, and therefore also an increased contribution to economic growth and job creation by the tourism sector.	<ul style="list-style-type: none"> • Outcome 11: Creating a better South Africa, and contributing to a better and safer Africa in a better world. • NTSS • NGP • NDP
SO 11: 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 2015: 1. Regional integration: <ul style="list-style-type: none"> • Capacity-building workshop on grading and statistics, targeted at African countries with whom South Africa signed an agreement, conducted • Review of the implementation of the Indaba expansion policy finalised 2. Training policy framework for international placement with a view to skills development compiled	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, namely cross-border guiding, international placement of 12 learner chefs, and language training for tourist guides, including training in sign language. The expenditure for programme 3 is expected to increase from R54,7 million in 2016/17 to R58,7 million in 2018/19. This represents an average growth rate of 7,4%, which is mainly a result of a budget increase for the Americas and Western Europe sub-programme, which accounts for 36,5% of the total programme budget. Compensation of employees is expected to grow over the medium term due to annual salary increases.

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

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 strategic objectives

Strategic objective	Objective statement	Baseline	Justification	Links
Strategic outcome-oriented goal: Achieve good corporate and cooperative governance.				
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.	Domestic Tourism Strategy implemented.	This objective will create an environment that is conducive to the sustainable growth and development of tourism.	<ul style="list-style-type: none"> Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship. Outcome 14: Nation building and social cohesion. Outcome 4: Decent employment through inclusive economic growth. Outcome 7: Comprehensive rural development.
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 identify and implement interventions aimed at inculcating a culture of travel in the domestic market and make tourism experiences more accessible.	<ul style="list-style-type: none"> Social tourism concept developed Delivery agreement with social partners concluded 	Growth in the domestic tourism market will increase tourism's contribution to the economy, create more jobs, address challenges of seasonality and geographic spread, and	<ul style="list-style-type: none"> Outcome 14: Nation building and social cohesion. Outcome 4: Decent employment through inclusive economic growth.

Strategic objective	Objective statement	Baseline	Justification	Links
<p>SO 6: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation.</p>	<p>To create an enabling environment for tourism enterprises to grow and contribute to job creation and the competitiveness of the destination, through the provision of business support services and tools.</p>	<p>As at 31 March 2015: 466 rural enterprises supported</p>	<p>ultimately promote a more resilient and sustainable sector.</p> <p>Enterprise development is a national priority aimed at addressing key challenges of job creation and economic growth. Specifically, SMMEs are targeted for focused support. The tourism sector is the main consists of small and medium enterprises, which are critical in driving the sector's inclusive growth and competitiveness.</p>	<ul style="list-style-type: none"> • Outcome 7: Comprehensive rural development. • Outcome 4: Decent employment through inclusive economic growth. • Outcome 7: Comprehensive rural development.
<p>SO 7: To facilitate tourism capacity-building programmes.</p>	<p>To implement prioritised programmes that present opportunities for training and development for the growth of the sector.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • National Tourism Careers Expo (NTCE) hosted • Nine educator seminars held • Capacity-building workshop hosted 	<p>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.</p>	<ul style="list-style-type: none"> • Outcome 4: Decent employment through inclusive economic growth. • Outcome 7: Comprehensive rural development.
<p>SO 8: To diversify and enhance tourism offerings.</p>	<p>To implement prioritised programmes identified in the NTSS and Domestic Tourism Growth Strategy in order to enhance products and experiences.</p>	<p>As at 31 March 2015:</p> <ul style="list-style-type: none"> • Prioritised programmes for pillars 2, 3 and 4 of the National Tourism Service Excellence Strategy implemented: 	<p>To improve the country's competitiveness and attractiveness in offering an authentic tourist experience, and to increase demand. A diversified product offering enables the Department to</p>	<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
SO 12: 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.	<p>4.1 Upskilling service delivery</p> <p>4.2 Public awareness</p> <p>4.3 Service standards and norms</p> <p>As at 31 March 2015:</p> <ul style="list-style-type: none"> 3 037 full-time equivalent (FTE) jobs created through the Social Responsibility Implementation (SRI) Programme (EPWP) 	<p>respond to varying market needs.</p> <p>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.</p>	<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 creating 10 323 FTE jobs through the implementation of the EPWP. This programme will further focus on supporting rural enterprises development, which will contribute to rural economic growth and poverty reduction. The expenditure for programme 4 is expected to increase from R444,7 million in 2016/17 to R460,8 million in 2018/19. This represents an average growth rate of 14,5%, which includes the budget for the SRI sub-programme, which accounts for 36,5% of the total programme budget. However, Cabinet approved EPWP budget reductions of R40 million in 2016/17, R50 million in 2017/18 and R60 million in 2018/19. Goods and services include EPWP training expenditure, which constitutes 36,9% of the total programme budget, whereas payment for capital assets includes expenditure on EPWP infrastructure projects, which makes up 17,6% of the total programme budget.

8. Risk management

Table 12: Departmental strategic risks

Risk description	Mitigating factors
Inability to meet transformation targets within the tourism sector	<ul style="list-style-type: none"> ● Introduce new tourism incentives to encourage transformation. ● Establish mechanism for monitoring and reporting of sector transformation targets. ● Establish enterprise development support mechanism for community-based initiatives and SMMEs. ● Introduce targeted skills development initiatives aimed at accelerating transformation.
Inability to adequately plan and implement infrastructure projects	<ul style="list-style-type: none"> ● Monitor and evaluate during and after completion of projects. ● Update project management system (electronic and otherwise). ● Conduct risk assessments for each project prior to commencement. ● Independently conduct feasibility study for each project prior to commencement. ● Screen service providers. ● Establish technical evaluation committee for infrastructure projects. ● Review project selection criteria. ● Source technical capacity for planning and implementation monitoring. ● Provide funding to kick-start operations for completed projects.
Inadequate public information on benefits, value and opportunities of tourism	<ul style="list-style-type: none"> ● Develop a business case for tourism. ● Develop the NTIMS in line with the Tourism Act. ● Determine target audience, formulate specific messaging, and determine the channels.
Inadequate and fragmented stakeholder engagements	<ul style="list-style-type: none"> ● Revise and strengthen stakeholder engagements framework. ● Designate a stakeholder engagement manager. ● Conduct stakeholder engagement analysis to identify the roles and gaps.
Inadequate leveraging of intergovernmental relations and coordination	<ul style="list-style-type: none"> ● Develop and implement assessment framework for projects requiring intergovernmental coordination. ● Identify prioritised projects that require assessment.
Inadequate change management (process information, people and budget)	<ul style="list-style-type: none"> ● Develop a change management plan, and appoint change management team as informed by the plan. ● Capacitate current staff to carry out new mandates. ● Raise awareness and conduct training with a view to promote the new mandate. ● Develop and implement a communication plan. ● Develop and implement a resistance management plan. ● Develop and implement a training plan, including identification of required knowledge or

Risk description	Mitigating factors
	<p>training.</p> <ul style="list-style-type: none"> • Agree at management level on a shared vision and decide on policies, principles, rules, strategies and common approaches that the Department will follow. • Identify at management level which areas, policies and strategies of the Department will require major and drastic change. • Identify at management level the processes, policies and practices that will be highly affected by change. • Review departmental stakeholder analysis in line with the new focus/objective. • Identify key change objectives, projects and estimated funding needs. • Build cases and request funding from National Treasury.

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
1.	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	2016/17: R338 715 000 2017/18: R327 853 000 2018/19: R339 768 000	2010/11: R270 176 000 2011/12: R301 370 000 2012/13: R314 350 000 2013/14: R291 049 000 2014/15: R244 034 164	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
<p>South African Tourism (SAT)</p>	<p>Chapter 3 of the Tourism Act, 2014 (Act 3 of 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>	<ul style="list-style-type: none"> • Contribute to growth in international tourist arrivals in South Africa. • Contribute to growth in 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. 	<p>2016/17: R1 024 847 000</p> <p>2017/18: R1 076 089 000</p> <p>2018/19 R1 138 502 000</p>	<p>June 2020</p>

Name of public entity	Mandate	Outputs	Current annual budget	Date of next evaluation
	<p>In addition, chapter 4 of the Tourism Act, 2014 (Act 3 of 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. 			

12. Public-private partnerships

Not applicable

ANNEXURE 1: HUMAN RESOURCE STRATEGY

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 NDP vision for 2030, chapter 13 ("Building a capable state")
- The Department'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 for the Public Service: 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 is 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. In view of the changes to the strategic focus, the Department has started to align its structure with its strategy. This requires focused change management. A master plan for this alignment process has been developed. It addresses the key areas of change management, organisational design, skills audit, corporate culture realignment and systems reconfiguration. Communication and consultation with employees also feature prominently in the plan.

4.3. *Organisational development and design*

Organisational development and design is integral at this stage in view of the recent shift in focus. Due to the changes, the Department is now in a state of restructuring and reorganising, which requires realignment between the functional structure and the strategic objectives. Jobs should further be aligned with the programme functions and objectives as stipulated on the organisational structure. A skills audit will identify any skills gap, which will be filled by way of development and recruitment of new skills, whilst current skills will be matched and appropriately placed following consultation.

4.4. *Recruitment and employee life-cycle management*

a) Recruitment and HR utilisation

Recruitment strategies are informed by HR planning. A skills gap analysis is expected to provide further direction on skills that need to be recruited in order to implement the revised strategy. Available skills will be matched and placed after a process of consultation once a new structure has been approved.

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 of 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

1. Introduction

The Communication Strategy provides a framework for communication that is planned and coordinated as well as timely and effective. It also provides for the strategic alignment with government's National Communication Strategy Framework 2014-2019 (NCSF) and priorities linked to the Department's 2015/16 – 2019/20 Strategic Plan .

Under the national communication theme, *Together we move South Africa forward*, the Department's Communication Strategy sets the objective of *reaching out to stakeholders to promote awareness through targeted communication and strengthened engagement* in order to:

- demonstrate tourism as a key economic sector, and its inherent potential to transform lives through awareness-raising campaigns;
- strengthen the tourism brand; and
- partner with other government departments, entities and industry.

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

The goal of the Communication Strategy is to competitively position the sector through innovative communication. This will be achieved by providing strategic communication services that promote, enable and encourage participation in tourism programmes and build the tourism brand.

Over the **five-year planning period** (2015–2020) in which the strategic emphasis will be the inclusive growth and sustainable development of tourism, the Department's communications focus will be on major government and departmental drivers, namely:

- the **Tourism Incentive Programme** (focusing on increasing market access, opportunities to provide new access to new job entrants, greening infrastructure and energy efficiency);
- the implementation of **a regulatory environment to support** tourism in areas such as responsible tourism standards, B-BBEE codes and **quality assurance** (including the revamping of the grading system, tourist guide registration, norms and standards for the provision of tourism information, as well as visitor information centres);
- 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 soon be launched, positioning the Department's vision "leading sustainable tourism development for inclusive growth in South Africa", which will be supported by a communication strategy to enhance understanding and awareness of the new brand.
- Communication **stakeholder analysis**, which should inform stakeholder engagement

- Utilising **existing communication opportunities**, such as:
 - Tourism Indaba;
 - Tourism Month;
 - World Tourism Day;
 - National Tourism Careers Expo;
 - Journey to Excellence;
 - International Tourist Guides' Day; and
 - the B-BBEE code campaign.
- Utilising **additional communication and exhibition opportunities** through existing campaigns such as Tourism Indaba, including:
 - the Rand Easter Show;
 - the Macufe Mangaung African Cultural Festival;
 - the Limpopo Marula festival; and
 - Africa for African Women's Conference.
- Utilising **customer quality assurance devices** to improve the service levels of the Information Resource Centre and other components of customer service within the Department
- **Media engagement plan**
- Identifying **media interaction opportunities** for political principals on issues of common interest through the intergovernmental government communication database and interdepartmental events calendars
- Leveraging national days to showcase the activities and services of the Department
- Partnering in **intergovernmental ministerial events** in the GCIS cluster (ESEID & ICTS)
- Coordinating **outreach programmes** (SRI)
- Coordinating **public-private partnerships events**
- **Video statements** from departmental spokespersons to be posted on Facebook/Twitter for public and media consumption
- Establishing a **media page on the website** as an interactive platform to engage the media on current and upcoming departmental projects and activities. Media, especially community media, would be able to access a variety of media products such as official sound-bites, official pictures and video clips for use in news bulletins on tourism.
- **Improving relations with the Department's employees**, and empowering them through staff engagement platforms and information dissemination
- Leveraging tourism opportunities to draw interest from targeted media (**exclusive media experience opportunities**)
- Creating opportunities for the Department to **interact with editors** of major media houses
- Using **tourism achievements** to leverage media interest

ANNEXURE 3: ASSET MANAGEMENT STRATEGY

The Department's Asset Management Strategy is aimed at ensuring effective and optimal utilisation of existing resources, safeguarding assets, and setting guidelines for asset acquisition, demand, logistics and disposal.

Transport, computer equipment, furniture and office equipment, and other machinery and equipment are the moveable capital assets registered in the Department's asset register. Assets are recorded and accounted at cost price in the register.

The asset management process consists of a cycle of key asset management activities to make the most of asset service delivery potential, as well as the management of related risks and costs over the entire asset lifecycle.

The process comprises planning, budgeting, acquisition, transfers, operation and maintenance, verification, disposal, accounting and disclosure.

1. DEMAND

The Department compiles an annual asset management plan (demand plan) for each of the asset management phases, and submits these to National Treasury by the end of February each year.

2. ACQUISITION

The acquisition of moveable capital assets occurs in line with the Department's Supply Chain Management Policy, section 38(1)(a)(i) and (iii) of the Public Finance Management Act (PFMA), as well as approved departmental standards.

All newly acquired assets are recorded and bar-coded/marked with an identity number under the guidance of the asset management team.

Computer resources are only allocated to employees whose daily activities require access to such facilities. Based on the individual's appointment within the Department and the scope of his/her daily activities, either a desktop or notebook computer will be allocated.

All newly acquired assets are received at the warehouse, and are accounted for on LOGIS in order to indicate the location and official responsible for a particular asset.

Replacement of assets is only considered when the following conditions apply:

- The asset has reached the end of its lifetime in accordance with the straight-line method of depreciation, as prescribed by National Treasury.

- The asset is totally unusable/broken/stolen/lost or in another condition that necessitates its replacement.
- Information Technology has confirmed that the asset is redundant, supplying reasons.
- Where funds are available for the replacement, it may at the recommendation of the Chief Financial Officer be approved in terms of the standards/criteria provided.

3. DISPOSAL

The authority to make decisions and submit recommendations to the Disposal Committee on redundant, obsolete and unserviceable assets rests with the Supply Chain Management Directorate. Proper authorisation is required before any assets are disposed of or removed from the asset register. Assets that do not contribute effectively to government service delivery will be considered for disposal or alternative use elsewhere.

ANNEXURE 4: INFORMATION COMMUNICATION TECHNOLOGY STRATEGY

1. OBJECTIVES OF THE ICT STRATEGY

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 services and support are provided to departmental users to improve service delivery:

2.1 Datacentre services

The ICT datacentre houses all departmental technologies in a secure environment. These technologies include e-mail, anti-virus protection, backups, the electronic document management system (EDMS) and network-related infrastructure. It also provides connectivity to National Treasury's transversal systems hosted by the State Information Technology Agency (SITA), as well as connectivity to the internet. Key objectives include the following:

- Ensuring 97% uptime of mission critical systems (EDMS, e-mail and related servers/services)
- Infrastructure support for departmental systems, including GIS
- Infrastructure upgrade of local area network, datacentre and video conferencing facilities
- Upgrade of departmental software as and when required according to existing licence agreements

2.2 Connectivity services

These services include the local area network as well as agreements with SITA in respect of their virtual private network (VPN). The key objective in this regard is the following:

- Upgrade of connectivity to SITA on their VPN and internet services to improve network response time and efficiency

2.3 Desktop services

These include the services associated with the installation and maintenance of desktops, notebooks, tablets, printers and scanners. Well-supported IT equipment makes for an effective operational environment. Key objectives in respect of desktop services are as follows:

- Identifying and advising on technology upgrades for user equipment (desktops, notebooks, tablets, etc.)
- Managing the ICT security environment on hardware and software
- Implementing and reviewing ICT policies
- Managing, monitoring and evaluating all the services of external service providers in accordance with SLAs
- Purchasing of all hardware and software for the IT Directorate
- Providing officials with support regarding procurement of IT-related hardware and software

2.4 Improved ICT security on all systems

The key objectives identified in this area are as follows:

- Improving ICT security on all systems by deploying and maintaining anti-virus software, firewalls on the VPN, anti-spam software, URL filtering tools, as well as hardware and software management tools
- Enhancing ICT security on a continuous basis, based on approved and best-practice technologies

2.5 Improving existing or establishing new ICT systems

In this regard, the key objectives are the following:

- Maintaining an effective and efficient document management system within the Department through the utilisation of the EDMS:
 - Enhancing workflow processes through business analysis and implementing new workflows to streamline processes in the Department
 - Investigating mobile technologies for EDMS usage
- Identifying and providing ICT business solutions to departmental users
 - Enhancing website and tourism knowledge portal (TKP) to ensure maximum access for external clients
 - Business analysis services, including support for mobile applications
 - Establishing and maintaining departmental ICT systems

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

The key objectives pursued in this area are as follows:

- Continuously improving in terms of the framework
- Implementing phase 2 of the approved (2015/16-2019/20) ICT Strategic Plan

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**

