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Draft National Tourism Sector Strategy

May 2010

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Introduction

Summary of process

Strategic framework

Strategic context overview

... introduction

The South African tourism industry has grown considerably since the country's first democratic elections in 1994. The number of foreign arrivals increased from just more than 3 million in 1993 to more than 9,5 million in 2008. Of the 9,5 million, 7,4 million are from Africa and more recent data indicates that some 1,7 million are same-day visitors.

Research indicates that about 14 million South Africans travelled domestically in 2008, taking an estimated 33 million trips in total.

The tourism sector is a multi-faceted industry that contributes to a variety of economic sectors, while also being a labour-intensive industry with the capacity to create jobs. The 2005 Tourism Satellite Account^[1] indicates that tourism directly contributed about R45,7 billion or 3% to the gross domestic product (“**GDP**”) of South Africa. About 528 000 people were directly employed in the tourism industry (or approximately 4,3% of total employment).

Tourism is a priority economic sector in the African National Congress (“**ANC**”) 2009 election manifesto, which identifies the following overall priorities:

- creating decent work and sustainable livelihoods;
- education;
- health;
- rural development, food security and land reform;
- the fight against crime and corruption; and
- building cohesive and sustainable communities.

[1] The Tourism Satellite Account measures the direct contribution of the tourism sector to the country's economy.

The above priorities are expected to “specifically target the needs of the youth, women, workers, the rural poor, the elderly, and people with disabilities”.

Government's Medium-Term Strategic Framework which was developed taking the above into account, identifies the following strategic priorities:

- Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
- A massive programme to build economic and social infrastructure
- A comprehensive rural development strategy linked to land and agrarian reform and food security (with specific mention of tourism as an economic activity in rural areas)
- Strengthening the skills and human resource base
- Improving the health profile of all South Africans
- Intensifying the fight against crime and corruption
- Building cohesive, caring and sustainable communities (with specific mention of tourism in relation to building national pride)
- Pursuing African advancement and enhanced international cooperation
- Sustainable Resource Management and use
- Building a developmental state including improvement of public services and strengthening democratic institutions



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... introduction

The hosting of the 2010 FIFA Soccer World Cup is expected to boost the South African tourism industry through the expansion of tourism and other infrastructure and the huge opportunity it presents to showcase South Africa as a tourist destination to the world.

However, research indicates that there are still numerous opportunities for tourism growth which are not being exploited to their full potential. South African Tourism's ("SAT") global competitiveness project research in 2003 indicated that the potential number of visitors that could be attracted from certain core markets^[2] over time was about 24 million people, based on a market penetration of less than 10%.

A variety of other challenges constrain the tourism industry in South Africa from growing to its full potential. These are detailed in the SWOT analysis developed for the strategy (see Section B).

Against this background, the new Department of Tourism, under the direction of the Minister of Tourism, has initiated and managed an inclusive process to draft a National Tourism Strategy to inspire and accelerate the responsible growth of the tourism industry from 2010 to 2015. It is essential that South Africa action this strategy if it is to realise its inherent tourism potential, and ensure that the investment made by the country into the 2010 Football World Cup is fully leveraged to deliver the possible ongoing tourism benefits.

[2] Core markets included in this projection are China, Japan, India, US, UK, Germany, France, Kenya and Nigeria



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... summary of process

The formulation of the national tourism strategy was done through a consultative process.

Stakeholder inputs were considered from 5 Ministerial Roadshows during July and August 2009, and specific strategy stakeholder workshops held in every province during July, August and September 2009. In addition, stakeholders were given the opportunity to provide inputs through a web-based survey conducted during October 2009 (results provided in Annexure C).

A panel of 32 experts from across all major stakeholder groups in the industry was appointed by the Minister, with representation from the public and the private sector. This expert panel guided the development of the national tourism strategy, and the core elements of the strategy were developed during a series of workshops with the panel of experts and various sub-committees of the panel.

A number of other tourism stakeholders were asked to provide inputs on action plans in their specific areas. A full list of the members of the Expert Panel and other experts consulted is found in Annexure B.

The draft strategy also went through intergovernmental structures such as Tourism MINMEC, Economic Sector and Employment officials' and Ministerial Cluster s and was finally approved for formal public consultation for 60 days period by Cabinet on 19 May 2010.



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... strategic framework

The diagram below outlines the framework used for the development of the national tourism strategy.



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... strategic context overview

Global context

Tourism is one of the largest industries in the world, contributing almost 10% of the global GDP (9,6% in 2008) and accounting for more than 225 million jobs around the world. The global tourism industry has shown significant growth in the last 3 decades, and the total international arrivals increased by an average of 4,4% per annum from about 278 million in 1980 to 922 million in 2008.

The global economic crisis has, however, resulted in lower world-wide arrivals growth for 2008 (only 2%, compared to the 6% growth recorded in 2007). The first six months of 2008 saw 6% growth in arrivals compared to 2007, and a 1% decline in arrivals was recorded from July to December 2008 compared to 2007^[1]. During the first eight months of 2009, arrivals declined by approximately 7% compared to the same period in 2008. International passenger data from IATA and hotel performance data from STR Global indicate similar declines. Experts believe that the last few months of 2009 indicate that the worst may be over for the tourism industry, with declines in demand starting to moderate.

At the start of the year, the World Tourism Organisation (“UNWTO”) panel of experts rated the prospects for tourism in 2009 at the lowest level ever, though their expectations have started to improve by the third quarter of 2009. It is expected that global arrivals will decline by between 4-6% in 2009 (forecast as at October 2009). The October 2009 UNWTO Tourism Barometer indicate an expected 1-3% growth in global tourism arrivals in 2010.

The World Travel and Tourism Council (“WTTC”) expects the travel and tourism industry to directly contribute 3,2% to the global GDP, and the broader tourism economy (direct and indirect) to contribute 9,4% to the global GDP in 2009. The total number of jobs supported by the travel and tourism economy is expected to be about 220 million in 2009.

The UNWTO has instituted a Tourism Resilience Committee that proposes a ‘Roadmap to recovery’ for the tourism industry in the aftermath of the global economic crisis. The Roadmap to Recovery – presented in Kazakhstan in October 2009 – outlines 15 recommendations in 3 action areas, i.e. resilience, stimulus and the green economy, as listed below.

I. RESILIENCE	II. STIMULUS	III. GREEN ECONOMY
<ol style="list-style-type: none"> 1. Focus on Job Retention and Sector Support 2. Understand the Market and Respond Rapidly 3. Boost Partnerships and ‘Coopetition’ 4. Advance Innovation and Technology 5. Strengthen Regional and Interregional Support 	<ol style="list-style-type: none"> 6. Create New Jobs – particularly in Small and Medium Enterprises (SME’s) 7. Mainstream <i>Tourism</i> in Stimulus and Infrastructure Programs 8. Review Tax and Visa Barriers to Growth 9. Improve <i>Tourism</i> Promotion and Capitalize on Major Events 10. Include <i>Tourism</i> in Aid for Trade & Development Support 	<ol style="list-style-type: none"> 11. Develop Green Jobs and Skills Training 12. Respond Effectively to Climate Change 13. Profile <i>Tourism</i> in all Green Economy Strategies 14. Encourage Green <i>Tourism</i> Infrastructure Investment 15. Promote a Green <i>Tourism</i> Culture in Suppliers, Consumers and Communities

[1] UNWTO World Tourism Barometer, Interim Update September 2009.



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... strategic context overview

Global context (cont.)

Despite the current difficulties affecting the tourism industry as a result of the global economic situation, the tourism industry is a resilient industry. Crises in the past, such as the 9/11 terrorist attack in New York in 2001, the SARS / avian flu outbreak in Asia in 2003, the two Gulf wars, the tsunami in 2004, the Asian financial crisis of 1998 and the oil crisis of the late 1970s and early 1980s resulted in very small declines in global tourist arrivals, and the industry continues to maintain a long-term arrivals growth trend of about 4% per annum. *The expectation from the UNWTO is that the economic crisis will soften demand in the short term, but that the tourism industry will bounce back and continue its growth path in line with the long-term arrivals growth forecast of 4% per annum.* This, coupled with a favourable global political environment are the main assumption in the development of the draft strategy and is considered the most favourable scenario.

Market trends impacting on the tourism industry include demographics and lifestyle changes (e.g. ageing travellers, more young people travelling, reduced leisure time, etc.). More people are interested in volunteer tourism, gap years are not only taken by the youth and travellers are looking for authentic and niche experiences – amongst other trends. Responding to these trends is expected to ensure the resilience of the industry in the long-term.

Changes in technology have resulted in major changes in the way the tourism industry does business. The Internet has become an important source of information for travellers – providing them with an opportunity to obtain information both directly from destinations and tourism businesses and from fellow travellers through social networking, blogs and travel advisory websites. Where being wirelessly connected was something unusual a couple of years ago, it is now expected that travellers will be provided with an opportunity to connect.

The importance of the green economy is highlighted as it is one of the three focus areas of the roadmap to recovery. *Almost half of European business travellers' company environmental policies are impacting on their travel behaviours.* Global sustainable tourism criteria were released in October 2008, and more and more travellers are interested in finding out more about the local social and environmental issues before booking a holiday.



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... strategic context overview

South African context

South Africa has come a long way since its first democratic elections in April 1994. The 15-year review conducted by government recently indicates that significant progress has been made in some areas, but that some challenges still remain. In general, the population is satisfied with the performance of government over the 15 year period since the first democratic elections.

Though there is increased access to social services for all South Africans and various programmes aimed at reducing poverty, it remains a major concern, and the quality of social services such as healthcare need improvement in many instances. Government has managed to improve the lives of women, children and people with disabilities in many ways, but persistent inequalities remain.

In respect of the macro economy, South Africa has managed to stabilise the macro-economic environment, with interest rates declining, the Rand's volatility being reduced, and the domestic demand increasing as a result of a growing middle class. However, pressure remains on the inflation rate that remained consistently above government's 3-6% target in recent times, with the reported 5,9% in October 2009 being the first time the inflation rate was within the target range in 2 years, and the Rand is still prone to fluctuations. There are concerns in respect of the co-ordination and integration of economic policies (industrial, fiscal and monetary) and the inclusion of the second economy into the mainstream remains a challenge.

After the 2009 elections, the government of HE President Zuma has made significant changes in the government ministries, including the establishment of a Ministry of Tourism, which indicates that the tourism industry itself has grown in stature and is being taken seriously by government.

The imperative for the government is to create sustainable jobs, and to ensure that the lack of wealth is addressed in all areas, but particularly in the rural areas.

Despite early expectations that South Africa may be shielded from the worst of the global economic crisis, the second quarter of 2009 was the second consecutive quarter of decline in the GDP and resulted in the country being officially in a recession. The results from the third quarter of 2009 indicate that the country is no longer in recession, with a marginal 0,9% growth in GDP. Government's long term target is 6% GDP growth per annum.

Retail sales are down, the property market has not yet shown significant signs of recovery and motor vehicle sales are at their lowest levels in years. At the same time, the economy is shedding jobs, and the government is faced with growing unemployment and poverty.



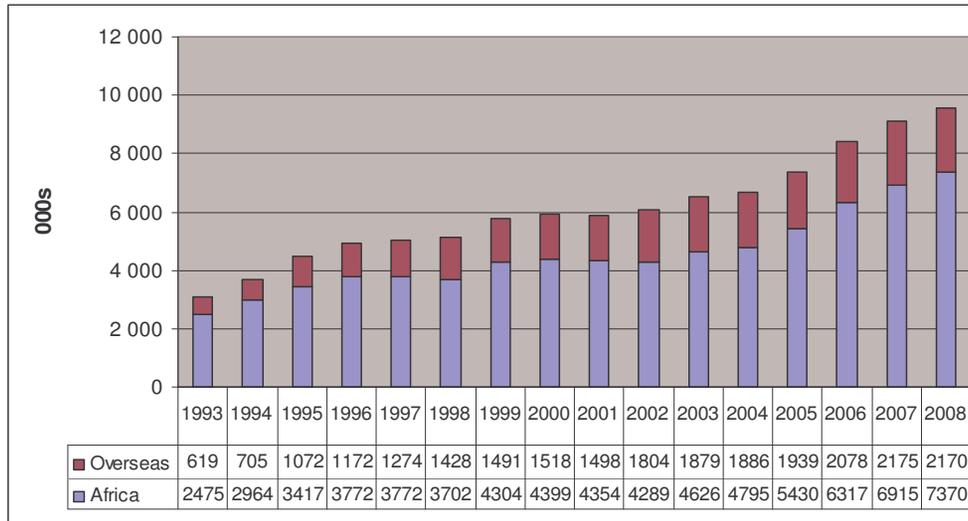
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... strategic context overview

South African context (Cont.)

As indicated in the introduction, the tourism industry has grown significantly since the 1994 elections (see figure below). Over the years, the number of hotels in key locations such as Cape Town, Johannesburg, Pretoria and Durban has increased to accommodate a growing number of travellers, and in recent years the growth in occupancy rates and average room rates was robust.



In 2008, foreign visitors stayed on average 8,2 nights in South Africa, and spent on average R8 100 per trip in South Africa. Collectively the foreign visitors spent R74,2 billion in South Africa in 2008. African land visitors – who comprise the bulk of foreign visitors to South Africa with 7,1 million arrivals - stayed on average for 4,9 nights and spent R6 200 in South Africa, while African visitors arriving by air (about 300 000 arrivals) stayed on average 18,8 nights and spent R14 900. Overseas visitors (2,1 million arrivals) stayed on average 16,8 nights and spent R14 200 in South Africa. Overall, the growth in arrivals in 2008 was 5,5% compared to 2007.

The global economic crisis has also impacted the South African foreign tourism arrivals, with arrivals only growing by 1,6% during the first 8 months of 2009 compared to the same period in 2008. The growth is mainly due to the 5,3% growth in arrivals from African land markets, while African air arrivals declined by 14,5% and overseas arrivals declined by 7,4% during the same period.

On the domestic front, 32,9 million trips were undertaken by adult South Africans during 2008 – with an average trip cost of R780 and an average length of stay of 4,5 nights per trip. Domestic visitors collectively spent R25,8 billion in 2008, which is 8,4% less than in 2007.

Hotels reported declines in occupancy (-13,6%) and revenue per available room (-9,3%) during the first 9 months of 2009 compared to the same period in 2008. The average room rates increased by 5% during the same period, which is less than inflation and reflects a real decline.

With the FIFA World Cup in 2010, and the success of the 2009 Confederations Cup, it is expected that the 2010 event will assist in the South African economic recovery. Government has been and continues to spend vast amounts of money on upgrading infrastructure – roads, telecommunications, safety and security, airports, stadiums, etc., and major infrastructure spend is expected to continue to 2014. Publicity and improved awareness about South Africa as a result of the World Cup is expected to boost the South African tourism industry in 2011 and 2012, by which time the economic situation is expected to have stabilised.

The scenario upon which the strategy is developed, assumes favourable socio-political, economic, policy and regulatory, environment as well as availability of resources to stimulate demand and boost supply.



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Section A – strategy overview

Guiding principles

Objectives

Strategic thrusts

Action plans

Institutional framework

Monitoring and evaluation

... guiding principles

VISION

The vision for the tourism industry in South Africa is:

VISION

**Boldly growing responsible
tourism together to deliver
memorable experiences for all
our tourists and sustainable
benefits for all South
Africans**

MISSION

The mission statement for tourism in South Africa is:

We will achieve our vision through:

... guiding principles



VALUES

The values that guide the South African tourism industry are:

... guiding principles

Trust

Accountability

**Upholding
the values
of our
constitution**

**A commitment
to transformation**

**Respect
for our
culture
and
heritage**

**Service
excellence**

**Responsible
tourism**

**Transparency
and
integrity**

**Flexibility
and
adapting
to change**

... guiding principles

The Vision

The vision is carefully crafted with significant meaning attached to many of the words used. To ensure a common understanding these are unpacked below.

"**boldly**" is a word that has been carefully selected and deliberately placed at the beginning of the vision to indicate that we are moving away from "more of the same", and fully intend to take "bold" steps, out of the previous comfort zones to stimulate significant tourism growth.

"**growing**" is because the key reason for talking any actions is to grow this industry to new levels. It is key to where the industry wants to be.

"**responsible Tourism**" means total responsible tourism addressing all triple bottom line issues – environment, people and communities and economic. It will be the yardstick against which all actions and developments are measured.

"**together**" is intended to be a strong word to represent the essential partnerships that are required to make tourism work – between the public and private sectors and between parties within the public and private sectors.

"**delivering memorable experiences**" encapsulates a move away from tourism products to recognising that tourism delivers experiences and as a destination our industry's has to aim to ensure tourists have quality experiences that leave enduring memories.

"**for all out tourists**" is to stress that this is far from just being for long haul tourists, and is equally for domestic tourists and for African tourists.

"**sustainable benefits**" means economic, social and quality of life benefits that endure and are non-consumptive

"**for all South Africans**" is to indicate that the benefits are for the entire nation, not just players in the tourism industry, not just direct employees, but all people irrespective of location, economic level etc

The Mission

The mission has 10 bullet points. This could have been crated as two or three long sentences but for simplicity and ease of understanding is presented in a visual bullet point form.



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... guiding principles

Values

Trust – that the multiple partnership relationships are built on trust – the parties trust each other that we are all aiming for the same vision and goals

Accountability – that all players will take responsibility to deliver on the actions and objectives they take on.

Respect for our culture and heritage – to ensure that all tourism development and activity respects all aspects of South Africa's diverse heritage and culture.

Responsible Tourism – that all tourism development and activity delivers on the triple bottom-line, economic, social and environmental sustainability

Transparency and Integrity – that all stakeholders in the industry act with utmost integrity in their dealings with each other, with other role players in South Africa and elsewhere and with tourists and visitors

Service Excellence - that the entire industry including the non-tourism service providers such as retail, home affairs, continually strives for service excellence towards all our tourists

Upholding the values of our Constitution

human dignity, the achievement of equality, and the promotion of human rights and freedoms

- non-racialism and non-sexism
- the rule of law and the Constitution as the supreme law
- a vote for every adult citizen, one national voters' roll for all citizens, regular elections and a multi-party system of democratic government

A Commitment to Transformation - The entire industry understands and unequivocally supports the moral imperative for transformation

Flexibility and Adapting to Change – as an industry we will be responsive, and ready and willing to change and adapt as changing circumstances require



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...responsible growth objectives

A six-pack of core objectives will steer the tourism industry towards its vision. These are:

1

To grow the tourism sector's absolute contribution to GDP by more than average GDP growth

2

To achieve transformation within the tourism sector

3

To provide excellent people development and decent work within the tourism sector

4

To entrench a culture of travel amongst South Africans

5

To deliver a world-class visitor experience

6

To address the issue of geographic, seasonal and rural spread



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... South African Tourism Industry Strategy 2015 Responsible Growth Objectives

What is our
main objective?



GDP and jobs

... South African Tourism Industry Strategy 2015 Responsible Growth Objectives

What are the key objectives the tourism industry must pursue to achieve the main objective



... South African Tourism Industry Strategy 2015 Responsible Growth Objectives

Which other specific objectives will we pursue in this strategy to drive our key objectives?



... South African Tourism Industry Strategy 2015 Responsible Growth Objectives



... responsible growth objectives and targets

The six pack!		Measures & targets	More detail	2009 base	2015 target	Growth / change rationale
1 To grow the tourism sector's absolute contribution to GDP by more than average GDP growth	GDP	Increase tourism GDP levels	Industry (direct impact)	R64,5 bn (3,2% of GDP)	R125bn (nominal - (R88bn 2009 rands) (3,5% of GDP)	Tourism GDP grows at 1% point faster than national GDP growth, except 2010 & 2011 where up to 1,5 % points more due to 2010 and release of pent-up demand
			Economy (direct & indirect impact)	R173.9bn (8,7% of GDP)	R338.2bn (nominal - (R237,6bn 2009 rands) (9,4% of GDP)	This is an estimate and assumes that the same ratio of direct to indirect impact prevails as per the WTTC Simulated Satellite account 2009
	Foreign Visitor Arrivals	Increase in foreign visitor arrivals	African air arrivals	519 079	800 000	Average growth 2009 – 2015 : 7,5% Average growth 2009 – 2015 : 4,3% Average growth 2009 – 2015 : 9,7% Average growth 2009 – 2015 : 5,7%
			African land arrivals	7 160 827	9 200 000	
	Inter-continental arrivals	2 007 560	3 500 000			
	Total foreign	9 687 466	13 500 000			
Domestic Tourism	Increase the number of domestic tourists	# of adult travellers	13 483 000	18 300 000	Derived a 2015 target by LSM penetration and trips per traveller. Resulting average growth 2009 – 2015: 5,8%	
		Population penetration (also broken down by LSM) Total # of trips	47,1% 31 913 000	55,0% 45 500 000		
		Total number of domestic tourists including children			Research required to develop a baseline and targets	
Employment	Increase the number of people employed in the sector	# of direct jobs supported by the sector	575 000	800 000	Same growth applied as to tourism GDP, assumes no change in employment ratios to spend or visitors	
		# of direct & indirect jobs supported by the sector	1,4 million	1,9 million		
Investment	Increase government investment in tourism infrastructure	Research will be needed to develop an accurate base and method on ongoing measurement for each of the 3 categories, or for the overall level of investment, if required	WTTC R82,4 bn in total FDI R3 bn (15 yr review adjusted)	R100 bn avg per annum 2010 - 2015 in nominal (2009) rands - total R3,8 bn FDI average 2010 -2015 in 2009 rands	As data is limited and extensive research would be needed - will use sub-objectives and thrust action measures rather than full research to inform SA-wide targets. For indicative targets same growth applied as to tourism GDP and assume totalled and averaged over period - flows do not grow year on year, but rather fluctuate depending on projects	
	Increase private sector capital formation (for new and existing products)					
	Increase levels of FDI in the tourism industry					

... responsible growth objectives and targets

The six pack!		Measures & targets	More detail	2009 base	2015 target	Growth / change rationale
<p style="text-align: center; font-size: 2em; font-weight: bold;">2</p> <p style="text-align: center; font-weight: bold;">To achieve transformation within the tourism sector</p>	<p>Increase the number of tourism industry companies with BBBEE ratings</p>	<p>Increase # of companies with a BBBEE scorecard</p> <p>Increase # of companies accredited at higher levels as per gazetted tourism sector codes, and decrease # companies accredited at lower levels</p>	<p>Conduct base line research to determine current numbers and levels of accredited tourism companies - new research being done by TECSA on 2009 - due next year - may need to be expanded</p>	<p>2007 base line research did not cover</p> <p>2007 base line research did not cover</p>		<p>Base line research needed to determine targets</p>
	<p>Increase the number of tourism industry companies reaching Tourism Charter Targets</p>	<p>By type of company and score card category by the target year - 2012</p>	<p>Use updated 2009 TECSA base line research</p>	<p>2007 - overall industry score 52,4% of old Tourism Charter targets</p>	<p>70% of tourism charter 2012 /2017 target</p>	<p>2007 study indicates avg improvement of 2,2% - 6,6% in one year Future look for a 5% improvement per year over 6 years</p>
	<p>Increase the number of black majority owned companies in the tourism industry</p>		<p>Track by small, medium and large enterprises</p>	<p>2007 – baseline research did not cover</p>		<p>Base line research needed to determine targets</p>
	<p>Entrench a culture of travel amongst South Africans</p>	<p>See objective 4</p>				
	<p>Increase numbers and population penetration of black domestic tourists</p>	<p>See objective 4</p>				

... responsible growth objectives and targets

The six pack!		Measures & targets	More detail	2009 base	2015 target
<p style="text-align: center;">3</p> <p style="text-align: center;">To provide excellent people development and decent work within the tourism sector</p>	<p>The Tourism Industry provides decent work and government, labour, and the labour market recognise the tourism industry as a provider of decent work</p>	<p>To develop and agree an MOU between the tourism industry and the Department of Labour, Education Departments and other relevant departments eg Presidency detailing accepted Decent Job definitions/codes for the tourism industry and a plan to improve decent work provision across the industry</p>	<p>Fair treatment and decent wages with career progression opportunities. Include temporary/seasonal and casual labour as well as appropriate use and employment conditions at labour brokers, and use SDs where applicable.</p>	<p>n/a</p>	<p>Signed by Sept 2011 (Tourism Month)</p>
	<p>The tourism industry is an attractive career choice for school leavers and provides skills development and career progression for employees</p>	<p>To increase the number of tourism enterprises complying with the codes of decent work and therefore increasing the number and percentage of people employed in decent jobs</p>		<p>Research is needed to provide an accurate base by industry subsector</p>	<p>90%</p>
		<p>Numbers of students in tourism related disciplines, number of qualifications awarded, number of qualified people by level within the industry</p>		<p>Use the 2007 skills audit as an indicative base and conduct a skills audit every 3 - 5 years to track progress</p>	

... responsible growth objectives and targets

The six pack!		Measures & targets	More detail	2009 base	2015 target	Growth / change rationale
<p style="text-align: center;">4</p> <p style="text-align: center;">To entrench a culture of travel amongst South Africans</p>	<p style="text-align: center;">Entrench a culture of travel amongst South Africans</p>	<p>Develop a positive attitude to, and greater understanding of, as well as propensity /willingness to under take leisure travel and holidays in South Africa amongst all South Africans</p>	<p>Upper LSMs - perceptions of taking SA holiday vs outbound holidays to outbound competitors Middle LSMs - level of knowledge, understanding and propensity to take holidays</p>	<p>Research would be required to establish these attitudes. Could research extent of foreign holiday taking in regular domestic survey</p>		<p>Rather than conduct extensive research to establish a base, measure the indirect variables in terms of numbers of trips (below)</p>
		<p>Increase domestic holiday travel across all market levels</p>	<p># of first-time domestic holiday travellers</p>	<p>Research required to establish a base</p>		
			<p>Levels of, and penetration into, black market for leisure domestic tourism</p>	<p>Research required to establish a base, may be available from SAT research detail</p>		
			<p>Penetration of holiday travel by LSM</p>	<p>May be available from SAT research detail</p>		
			<p>Take-up of social tourism programmes</p>	<p>Aggregate of programme specific targets - programmes to be developed under domestic tourism actions</p>		
			<p>Increase affordable and accessible tourism experiences for the domestic market</p>	<p>Aggregate of programme specific targets - programmes to be developed under domestic tourism actions</p>		
		<p>Total # of holiday trips</p>		<p>5,2 million in 2008 - use 2009 figure when available</p>	<p>9 million domestic holiday trips</p>	<p>avg annual growth of 12%, representing 25% of all domestic trips (up from 15,7% in 2008), and representing 50% of the absolute increase targeted for domestic tourism</p>

... responsible growth objectives and targets

The six pack!		Measures & targets	More detail	2009 base	2015 target	Growth / change rationale
<p style="text-align: center;">5</p> <p style="text-align: center;">To deliver a world-class visitor experience</p>	<p style="text-align: center;">Foreign (including regional) Visitors</p>	<p style="text-align: center;">Deliver experiences that equal or surpass the expectations of our visitors</p>	<p style="text-align: center;">National visitor satisfaction index across a number of key dimensions for domestic and foreign tourists. Amalgamated indicator across visitor feedback and quality assurance systems. Ensure service issues constraining domestic tourism growth are tracked such as racist attitudes</p>	<p>SAT satisfaction rating limited - ranges from 4 – 4,5 out of 5 over 10 dimensions. Need to develop a more comprehensive and nuanced visitor satisfaction tracking tool for foreign and domestic tourists and include limited benchmarking. Develop a composite indicator of quality across various customer feedback and grading systems. Consider the SAT Brand targets which measure delivery on brand values, eg adventure. Also look at the Disney programme targets</p>		<p style="text-align: center;">Once a baseline has been established significant improvement over the 5-years will be targeted</p>
	<p style="text-align: center;">Domestic Tourists</p>	<p style="text-align: center;">Meet or exceed the expectations of our tourists</p>				

... responsible growth objectives and targets

The six pack!		Measures & targets	More detail	2009 base	2015 target	Growth / change rationale
<p style="text-align: center; font-size: 2em; font-weight: bold;">6</p> <p style="text-align: center; font-weight: bold;">To address the issue of geographic, rural and seasonal spread</p>	<p style="text-align: center;">Increase geographical spread</p>	<p style="text-align: center;">Increase the share of tourist bednights spent in the least visited provinces of the total tourist bednights spent in South Africa</p>	<p style="text-align: center;">Share of foreign bednights spent: Split by paid accommodation and unpaid accommodation</p>	<p style="text-align: center;">Least visited 2008 (North West and Northern Cape) 3,6%</p>	<p style="text-align: center;">5%</p>	<p>The targets require that bednights spent in the least visited provinces grow by 7% more than the avg for the most visited provinces and in the mid-level provinces by 5% more per annum</p>
		<p style="text-align: center;">Domestic bednights:</p>	<p style="text-align: center;">Mid-level visited 2008 (Mpumalanga, Eastern Cape, Limpopo, Free State) 23,4%</p>	<p style="text-align: center;">30%</p>		
		<p style="text-align: center;">Increase the number of visitors and bednights spend by tourists in rural areas</p>	<p style="text-align: center;">Domestic and foreign visits and bednights in rural areas." Rural" will be carefully defined based on the National Rural Development Strategy</p>	<p style="text-align: center;">Base line research is needed - this can be added to the current standard SAT surveys. Can be linked to growth in niche market segments eg birdwatching, backpackers</p>		
	<p style="text-align: center;">Increase the levels of tourism to rural areas</p>	<p style="text-align: center;">Increase the supply of rural tourism products achieving acceptable patronage and revenue levels</p>		<p style="text-align: center;">Use business registration to develop a base line and track levels of rural product development and sustainability</p>		<p style="text-align: center;">Links to the thrust for coordinated product development. Another measure is successful grant applications</p>
	<p style="text-align: center;">Decrease seasonality</p>	<p style="text-align: center;">Improve the seasonality index of all foreign arrivals as measured by SA Tourism (since 2001)</p>		<p style="text-align: center;">1,44% (2008 - update when 2009 stats available)</p>	<p style="text-align: center;">0,5%</p>	<p>Measure defined by SA Tourism. An improvement from 1.44% to 0.5% equates to an improvement of 15% per annum in the seasonality index</p>
		<p style="text-align: center;">Increase the share of bednights spent in the low season months</p>	<p style="text-align: center;">Foreign bednights:</p>	<p style="text-align: center;">15.8%</p>	<p style="text-align: center;">21,1%</p>	<p>The target requires the number of foreign bednights in June and July to grow 5% more than avg foreign bednight growth in other months</p>
			<p style="text-align: center;">Domestic bednights:</p>	<p style="text-align: center;">5.3%</p>	<p style="text-align: center;">7,1%</p>	<p>The target requires the number of domestic bednights in June and July to grow 5% more than avg domestic bednight growth in other months</p>

... prioritisation of strategic thrusts

Various strategic thrusts have been identified through the consultative process, to address the objectives and goals for the tourism industry. However, not everything can be achieved at the same time, and therefore a process of prioritisation and clustering was undertaken to identify those areas of focus that need immediate priority within the implementation process of the national tourism strategy. The extent to which the strategic thrust addressed the ANC manifesto, the Medium Term Strategic Framework and the strategy objectives, and the number of workshops and road-shows in which the issue was raised were used to score and prioritise the thrusts.

Some of the strategic thrusts will serve as an activator for other areas, for example, some research will activate the implementation of other strategic thrusts, particularly in marketing and the development of new markets.



tourism

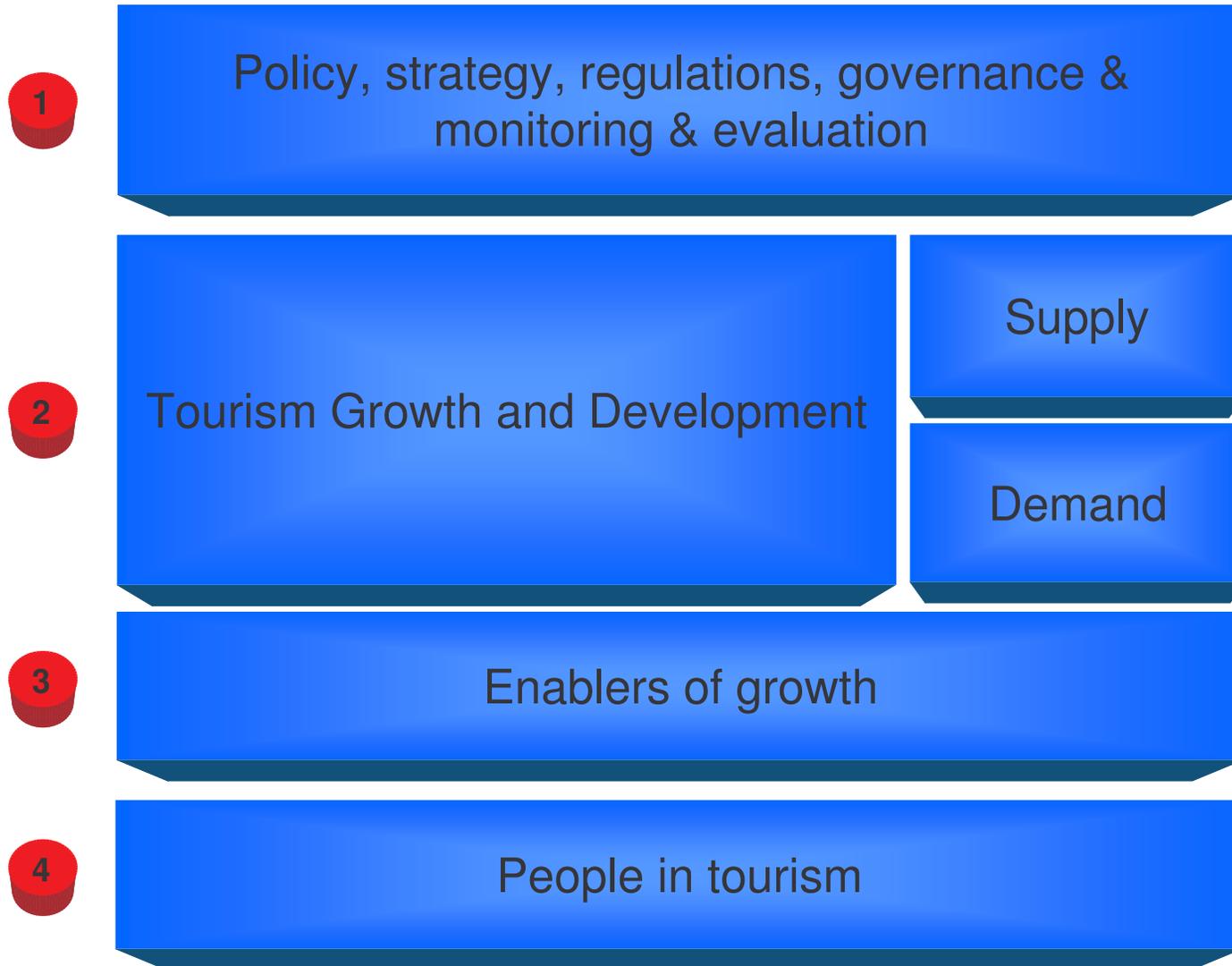
Department:
Tourism
REPUBLIC OF SOUTH AFRICA

... prioritised strategic thrusts to achieve the objectives

		Score
1	Prioritising tourism at national government level – from Presidency-level – and improving inter-governmental coordination	55
2	Strengthen collaboration and partnerships within the tourism industry	54
3	Improving general awareness of tourism among South Africans	27
4	Marketing and branding (including distribution)	26.5
5	Transformation	25
6	New market development – e.g. geographic, market-level and niche markets	24.5
7	Safety and security	20.5
8	People development for tourism and hospitality	20
9	Improve community benefits from and participation in tourism	19
10	Business tourism / events	17.5
11	Provide decent work in the tourism industry	16
12	International airlift	15.5
13	Quality assurance and universal accessibility	15
14	Ground transport	14
15	Domestic airlift	13
16	African tourism development strategy, including facilitation of travel	12.5

... clustering the strategic thrusts

Strategic thrusts cluster into 4 areas, which also drive the institutional structure:



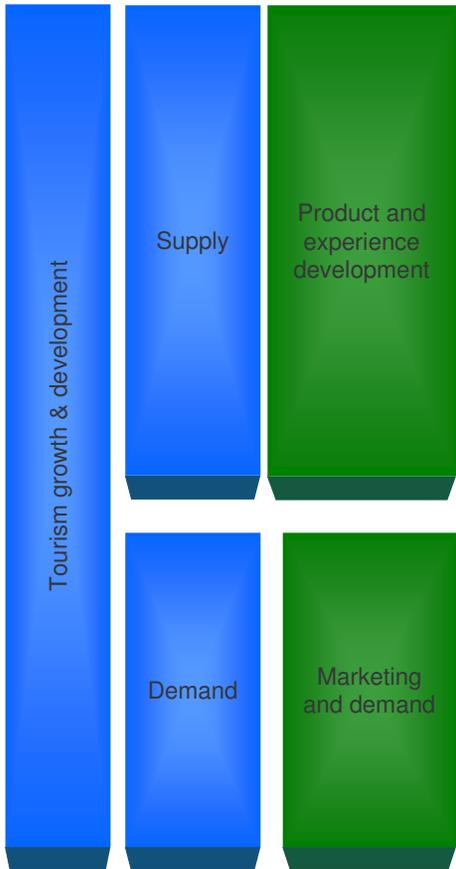
... strategic thrusts by cluster

1

Policy, strategy, regulations, governance & monitoring & evaluation

- Prioritising tourism at national government level – from Presidency-level – and improving inter-governmental coordination
- Research, information and knowledge management
- Strengthen collaboration and partnerships within the tourism industry
- Monitoring & evaluation

2



- Domestic tourism development - product
- Capacity building and budget allocations at local government level in tourism planning and management
- Tourism information provision
- Co-ordinate product development, including in areas with untapped potential
- Quality assurance
- Investment facilitation, including development finance & enterprise development
- Best practice in environmentally responsible tourism
- Marketing and branding (including distribution)
- Domestic tourism development - marketing
- New market development – e.g. geographic, market-level and niche markets
- Business tourism / events
- African tourism development strategy, including facilitation of travel

... strategic thrusts by cluster

3

Enablers of growth

Enablers

Transport

- Improving general awareness of tourism among South Africans
- Domestic tourism development - support
- Safety and security
- International airlift
- Ground transportation
- Domestic airlift

4

People in tourism

People

- Transformation
- People development for tourism and hospitality
- Service excellence
- Improve community benefits from and participation in tourism
- Provide decent work in the tourism industry

... action plans

An action plan, with a problem statement and high-level actions, has been developed for each of the strategic thrusts. The proposed action plans were derived from the many existing strategies developed within various sectors of the industry or by the department over the last few years, the various stakeholder workshops, input from the Panel of Experts, as well as Grant Thornton's recommendations and ideas of what needs to be done.

As far as possible, a programmatic approach must be used to develop and implement the various action plans. Each action plan has some main actions, which should be seriously considered in the implementation of the strategy, and these have been highlighted below. Most of the main actions have sub-actions, which are possible steps or ideas on how the main actions may be implemented (provided in the detail in Annexure D of this report). These sub-actions will be further refined and firmed up in the programme development phase, by the responsible entities, as required for implementation.

Actions highlighted in bold are those actions that are the bold steps or creative actions that address the vision statement “**boldly** growing responsible tourism”.

... action plan highlights

Cluster 1

Policy, strategy, regulations, governance & monitoring & evaluation

Prioritising tourism at national government level – from Presidency-level – and improving inter-governmental coordination

Research, information and knowledge management

Strengthen collaboration and partnerships within the tourism industry

... action plan highlights

Prioritising tourism at national government level

Problem Statement

While tourism has been recognised by government as an important sector, this does not filter down into planning, budgets and actions across all the departments and levels within government. As the tourism industry is complex and impacted by multiple sectors, many of the areas to be addressed to improve the performance of the tourism industry are not directly within the control of the Ministry and National Department of Tourism. It is therefore crucial that the profile of the tourism industry is raised at national government level and within parliament to ensure that the relevant national government departments understand its importance and impact and therefore cooperate and assist where necessary, with relevant budget allocations which take the development requirements of the tourism industry into account. General coordination needs to be improved between the tourism department and other departments impacting on tourism (e.g. transport, home affairs, arts & culture, etc.) to ensure that such departments consider tourism when developing and implementing their own strategies and actions.

Government has the opportunity to influence the development of the tourism industry from a demand perspective by insisting on those tourism businesses it makes use of adhering to certain principles and standards. For example, government only makes use of graded accommodation and conference establishments. Further, by forcing government employees to fly instead of drive, government can improve the profitability of certain domestic air travel routes, which may result in the airlines being open to servicing these routes and thereby also resulting in better air access to certain destinations (e.g. Nelspruit / Johannesburg route).

... action plan highlights

Strategic Thrust	Action
Prioritising tourism at national government level	Raise the profile of the tourism industry within parliament
	Ensure that the profile of the tourism industry is raised within cabinet 
	Engage with other ministries and departments that have an impact on the tourism industry

... action plan highlights

Research and knowledge management

Problem Statement

Though significant progress has been made in tourism research and information since 1994, there are still some issues and shortcomings. In particular, there is a lack of a national strategy in respect of tourism research to guide any research that is conducted within the country by the national government, academic institutions, provinces, destinations and the private sector. Therefore the existing research is not always useful in addressing the needs of the industry stakeholders. There is further a lack of co-operation and collaboration in respect of research, resulting in a duplication of efforts and resources being wasted, which is a major challenge.

One of the key issues relating to tourism research is the lack of a proper database of tourism businesses operating in South Africa, which allows understanding of industry capacity and basic performance or demand levels. Decision-making within government in particular is often based on inaccurate base information. Relevant capacity market intelligence is also not readily available to businesses to base their investment decisions on.

In addition to the above, research and knowledge management has to be used to monitor the implementation of strategies and interventions by government, but it is not designed for, or currently used in, this way, and therefore government officials often have difficulty in reporting on their progress.

... action plan highlights

Strategic Thrust	Action	
Research, information and knowledge management	Set up a dedicated research & knowledge management unit within the National Tourism Department to co-ordinate and guide tourism research	 
	Develop and implement compulsory registration for all tourism businesses in South Africa for the purposes of gathering information on supply in the industry	 
	Finalise the e-library as a platform for storing national tourism and tourism related research and manage on an ongoing basis	
	Implement departure cards to survey all departing foreign passengers	 
	Develop a web-based or mobile/cell based system for visitors to complete visitor satisfaction questionnaires at various locations (see also Quality Assurance)	 
	Track industry competitiveness. Use the global travel and Tourism Competitiveness report as a base	
	Develop a tourism index to monitor the overall performance of the industry on an ongoing basis	

... action plan highlights

Strengthen collaboration and partnerships within the tourism industry

Problem Statement

The tourism industry cannot exist without partnerships and collaboration. Visitors are looking for a great experience, which can only be achieved if the various tourism partners work together. Good partnerships form the basis for a successful tourism industry. This partnership includes the public sector, the private sector and communities.

At present, there are some examples of strong partnerships, but in many instances there is a lack of communication and collaboration. Such problems exist in some instances among different sub-sectors of the private sector, among the different spheres of government responsible for tourism, and between the various government entities impacting on the tourism industry and dedicated tourism government entities. In many cases, organisations are involved in similar activities within the tourism industry, but do not engage with one another to strengthen the impact of their collective activities (e.g. tourism development agencies and NGOs).

At national level, the interaction between the public and the private sector is reasonably good, with open communication lines, but this is often not the case at provincial and local level where the relationship between the public and private sector is often strained or dysfunctional. Furthermore the relationships between both the public and private sectors and communities are variable and fragmented, and the industry needs to communicate and involve communities in a more pro-active manner.

... action plan highlights

Strategic Thrust	Action
Strengthen collaboration and partnerships within the tourism industry	Commitment to a Statement of Support for the National Tourism vision, mission and strategy from government at all levels and the private sector associations at all levels, include trust, developing understanding and patience in working together
	Set up annual Minister's workshops with the industry and the public sector in each province
	Better formalise structures for collaboration and interaction between public and private sector at national and provincial government level
	Implement small high level cross cutting structures at provincial and local government levels (see Tourism as a national priority) to encourage alignment and co-operation
	Encourage the development of private sector communication forums or mechanisms that facilitate communication between the different sub-sectors of the tourism industry
	Devise a clear framework within which the appropriate roles of all tiers of government are clearly spelled out for all possible roles and areas of responsibility.
	

... action plan highlights

Cluster

2

Tourism Growth and Development

Supply

Domestic tourism development - product

Capacity building and budget allocations at local government level in tourism planning and management

Tourism information provision

Co-ordinate product development, including in areas with untapped potential

Quality assurance

Investment facilitation, including development finance & enterprise development

Best practice in environmentally responsible tourism

... action plan highlights

Domestic tourism development

Problem Statement

In most successful tourism destinations around the world, the domestic market forms the backbone of the tourism industry. In South Africa – because of the apartheid history – many South Africans did not have the opportunity to travel within their own country, and are therefore not culturally used to tourism and do not participate readily in travelling and tourism to the extent that is possible. A portion of the domestic market also travels overseas or to elsewhere on the continent, and could be attracted to support the South African tourism industry and to travel here.

General tourism awareness will assist in developing the domestic tourism market, but in general domestic tourism development requires attention to broader marketing, product development, distribution, information provision, and possible social tourism programmes. Marketing should be improved to address issues of awareness and a lack of information. In some cases the existing product does not specifically address the needs and requirements of particular market segments (e.g. the emerging black market) and new product development is required.

The Department of Tourism has recently requested a review of the domestic tourism strategy to address the following:

- Limited volume growth
- Broadening the strategies to also target the lower and higher end of the market, as the Sho't- Left campaign is only targeted at the middle market
- Limited geographic spread
- No reduction in seasonality
- Affordability of travel
- Creation of a holidaying culture, especially among previously disadvantaged groups
- Limited diversity of products and services
- Access to travel information
- Linking the domestic tourism strategy with a social tourism programme to make travel affordable to the majority of South Africans
- Contingency plans for unexpected crises

... action plan highlights

Strategic Thrust	Action
Domestic Tourism	Develop a government subsidised resort chain aimed at the middle LSM groups and new holiday travellers, offering a holistic holiday experience 
	Market domestic leisure tourism to all major local markets
	Encourage and support low-income South Africans who take limited or no holidays to travel for leisure purposes in South Africa 
	Motivate South Africans to save for their holidays

... action plan highlights

Capacity building and budget allocation at local government level in tourism planning and management

Problem Statement

Local government level is where tourism delivery takes place, and there are many issues related to tourism planning and management within this sphere of government. There are few dedicated, or part-time, tourism personnel, experience and knowledge of tourism is extremely limited and with rare exceptions no budget is allocated to tourism and planning and development activities often ignore tourism. The inherited situation from the national department responsible, now COGTA, is that there is no requirement to plan or budget for tourism support.

Capacity building for tourism at local government level is critical to improving the overall planning for and management of South Africa's tourism industry. The current lack of specific budget allocation towards the development of tourism at local government level is particularly problematic, and should be addressed as a matter of urgency.

... action plan highlights

Strategic Thrust	Action		
Capacity building and budget allocation at local government level in tourism planning and management	<p>Engage with SALGA, National Treasury and the COGTA to ensure that a comprehensive framework for the tourism activity at local level is developed, including ensuring that budget is made available for tourism within relevant local municipalities</p>	 A yellow starburst icon with a red border and the text "bold step" in black, with a red arrow pointing left towards the action box.	
	<p>Within the Municipal tourism framework, ensure that tourism is an important criteria in infrastructure development planning- particularly in rural areas</p>	<p>Engage with SALGA and COGTA and Traditional Affairs to introduce tourism development as one of the factors to consider when an infrastructure project is included in a municipality's IDP</p>	 A yellow starburst icon with a red border and the text "bold step" in black, with a red arrow pointing left towards the action box.
	<p>Lobby for the IDP process to require inclusion of inputs from business sectors</p>		

... action plan highlights

Tourism information provision

Problem Statement

The provision of tourist information in South Africa is uncoordinated and inconsistent, with some areas doing a reasonable job, while others – often where the local information office is manned by government officials – are totally dysfunctional. Web based, call centre, walk-in and push information distribution (to cell phones etc) are all fragmented and of different quality. Even where there is good, up-to-date, coordinated information provision for a certain destination, there is no national framework which enables, say, a Gauteng based person (local or foreign tourist) to easily find out everything they want to know about travel options in multiple possible destinations in the country.

... action plan highlights

Strategic Thrust	Action
Tourism information provision	<p>Develop and implement a national tourism information provision architecture which covers information provision on all SA tourism products/experiences in all provinces and major cities, and relevant information provision in municipalities (where appropriate). Ensure the architecture has a central electronic database as its basis</p>
	<p>Develop accredited qualifications and training for tourism information officials</p>



... action plan highlights

Co-ordinated product development

Problem Statement

Tourism product development is currently driven mainly by the private sector, with some activity by national, provincial and local governments which has in the large not been successful. There is no co-ordination from a national level to ensure that there is alignment between the marketing promises made at national level and product development. Often neighbouring municipalities or provinces plan to develop very similar experiences within their areas, but lose sight of the fact that their product offering can be improved through co-ordination with others. Tourism does not follow political boundaries.

There are further a number of areas within South Africa that have the potential to be turned into tourism destinations, but many of these are not being developed. Such areas present opportunities to develop new and different tourism products to address the changing requirements of the market.

Often the experience visitors are exposed to is brought down by the poor quality, poor management and lack of maintenance of cultural and heritage attractions, which also damage the image of our destination.

... action plan highlights

Strategic Thrust	Action
Co-ordinate product development	Identify - at national level - the existing and potential tourism experiences available in South Africa, including geographical location within South Africa
	Develop a prioritised spatial tourism product and experience development strategy 
	Develop and implement a strategy to upgrade tourism attractions and heritage resources - including museums, monuments, etc. - across the country with the assistance from the Dept of Arts & Culture and working through local government or other government entities (e.g. Dept of Public Works, provinces), where applicable 
	Develop niche tourism products in line with the Industrial Policy Action Plan (to include Cruise, medical, science, cultural and heritage tourism ect.) 

... action plan highlights

Quality assurance and Universal Accessibility

Problem Statement

The current quality assurance programme aimed at tourism accommodation and conference facilities needs to be broadened to also include other aspects of the industry. Additional standards need to be developed to cover tourism activities, attractions and services – where appropriate – and there should be a drive to implement the recently developed responsible tourism standards within the industry. However, the costs associated with the implementation of standards should not be such that it acts as a barrier to entry for previously disadvantaged groups.

In addition, there are significant operational issues related to the implementation of the Tourism Grading Scheme, and in particular about the inconsistencies in the application of grading criteria, as well as the issue of assessors being chosen by the establishment wishing to be graded. Another aspect to quality assurance is the issue of universal accessibility (i.e making tourism accessible to those travellers with special needs, e.g. the elderly, people with disabilities, etc.). Though the grading criteria are in place, the issue is often misunderstood, and very few establishments have been accredited / graded as universally accessible.

... action plan highlights

Strategic Thrust	Action
Quality assurance & universal accessibility	Implement the recommendations from the KPMG review on current grading scheme as soon as possible
	Expand the grading or another form of quality assurance to other sub-sectors of the tourism industry, including restaurants, tour operators, transport operators, attractions, etc. 
	Improve the awareness of the grading scheme among South Africans and visitors - aim to eliminate confusion about the differences between different types of accommodation, what to expect at different grades and promote the customer feedback system
	Implement a regular review of the quality assurance scheme
	Investigate changes to development regulations to aim to legally require a greater degree of universal accessibility in new projects
	Finalise and implement incentives for businesses to convert their business to become universally accessible 

... action plan highlights

Investment facilitation, including enterprise development and development finance

Problem Statement

Many South Africans want to start, or try to start small tourism businesses – providing accommodation (bed and breakfasts, etc.) or tourism services (e.g. tour operators, tour guides, etc.). However, there are various issues in relation to starting and growing a tourism business, and in many instances access to finance is blamed as the sole reason for businesses not succeeding in this industry. This is not always the case, as there are also issues around:

- The quality of business concepts, which often lack proper planning and market analysis;
- Insufficient business experience of the entrepreneur, as well as a lack of support structures that will assist him/her to succeed; and
- Insufficient personal equity to fund the business, which becomes problematic as the revenues of many tourism businesses do not support large proportions of debt funding.

In addition to the above, the commercial banks view the tourism sector as risky and unattractive as a result of the relative small scale of business loans in this sector. There is no venture capital available for the tourism industry with more of an appetite for risk and that would be prepared to fund projects that are unattractive to banks.

Incentives that have been put in place to encourage tourism investment are difficult to access and have very complex application procedures. Further, the various application procedures, such as environmental impact assessments, rezoning, etc., are often complex and lengthy processes, which further limit tourism investment.

Though tourism investment opportunities are being promoted by various provinces, there is limited tourism investment promotion at a national level to drive the national tourism development agenda.

... action plan highlights

Strategic Thrust	Action	
Investment facilitation, including enterprise development and development finance	Establish a tourism venture capital fund linked to extensive investment support to assist entrepreneurs	
	Rationalise, simplify and improve the systems of entrepreneurial support to new tourism SMME investors. Consider a One-Stop-Shop system, coordinated nationally with accredited "shops" in each province – linked to the venture capital fund	
	Lobby with the Dept of Rural Development and Land Reform to settle outstanding land claims that limit investment in the tourism sector, and to educate them on the potential of tourism and how to harness this	
	Establish a communication forum for all investment support and promotion agencies, include PIC, PPP unit, IDC, DBSA, dti. Lobby, educate and inform on the tourism fund and other initiatives, and on the needs of the tourism industry	
	Establish a communication forum for all enterprise development initiatives to ensure co-ordinated efforts and collaboration where required	
	Implement a plan to simplify the regulatory requirements for tourism businesses holistically - i.e. within all spheres of government	
	Engage with financing institutions to improve access to finance for tourism businesses	
	Engage with the communications authorities to facilitate accessibility to broadband internet connections and good quality cellphone and other communications technology for the tourism industry - particularly in rural areas	

... action plan highlights

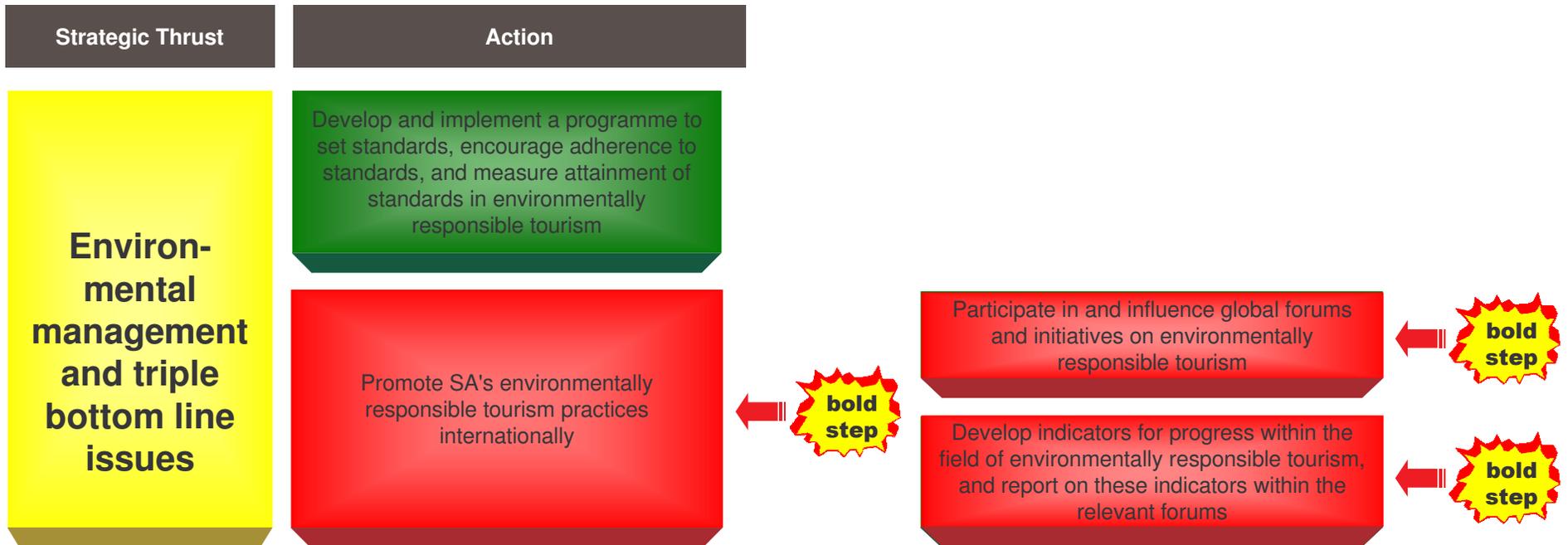
Environmental management and triple bottom line issues

Problem Statement

Its natural environment is one of South Africa's greatest tourism resources, and therefore there is a need for the tourism industry to be actively involved in conserving and protecting our natural environment. Visitors – both domestic and international – can be encouraged to participate in the protection and conservation of South Africa's natural environment and to enjoy a responsible travel experience while in South Africa that contributes to the achievement of the triple bottom line measures of the various tourism businesses.

Climate change and global warming are very much on the global agenda, and the tourism industry is threatened due to travel's high carbon emissions and the propensity of people to avoid travel to reduce their emission. Therefore South Africa's tourism industry must be seen to be minimising environmental damage to counteract the possible negative industry impact perceptions.

... action plan highlights



... action plan highlights

Cluster 2



... action plan highlights

Marketing and branding

Problem Statement

SA Tourism has made progress in their targeted international marketing efforts, and some of their campaigns have won awards internationally. International marketing is very expensive, and therefore SA Tourism's budget does not allow for unlimited marketing efforts. An effort should be made to allocate more marketing budget at national level to compete with competing destinations.

The international brand alignment proposed in 2008 needs to be more widely implemented throughout South Africa – through all spheres of government as well as within the private sector. Such collaboration will assist in generating wider reach and more effective use of resources.

SA Tourism has a very specific interpretation of their mandate which excludes the marketing of niche tourism. In addition, to some extent due to product constraints and budget, expanding the targeted markets geographically or by economic level does not happen. An effort should be made to develop some new markets (e.g. niche markets such as the youth, or countries that are not currently receiving as much attention)), instead of purely focusing on existing (i.e. traditional) markets, and the 2010 FIFA World Cup is the perfect springboard to start some of this process.

Further, increasing technological developments in the field of tourism marketing necessitates that SA Tourism stay on top of the latest technological trends in messaging to markets in order to ensure that their marketing efforts generate the highest effect.

... action plan highlights

Strategic Thrust	Action	
Marketing & branding (including new market development and domestic marketing)	Build onto and fine tune SAT marketing campaigns in core, investment, tactical and watch list markets	
	Assess the effectiveness of Indaba as a marketing platform for South Africa	Consider opening Indaba to the domestic trade as well (or investigate a dedicated platform for the domestic trade) 
	Develop other tools to link suppliers to markets	
	Develop a marketing strategy targeted at the African market	
	Review the current destination marketing situation in SA at provincial, city, district and local levels and align the destination marketing efforts of the various spheres to ensure that destinations within South Africa do not compete and complement one another in the international arena - (ensure the that there is no ambiguity regarding brand SA uniqueness)	
	Drive the implementation of the South African tourism destination brand throughout the tourism industry	Maximise on SA's diplomatic presence in specific market countries 
	Communicate the tourism destination, within the umbrella country, brand both in South Africa (to South African residents and companies and government organisations) as well as to the outside world	
	Continually keep at the forefront of, and utilise, the latest electronic information distribution and online/cell reservation systems	
	Develop distribution systems for the domestic market	
	Review SAT mandate to include developing new markets and developing marketing strategies to attract them	

... action plan highlights

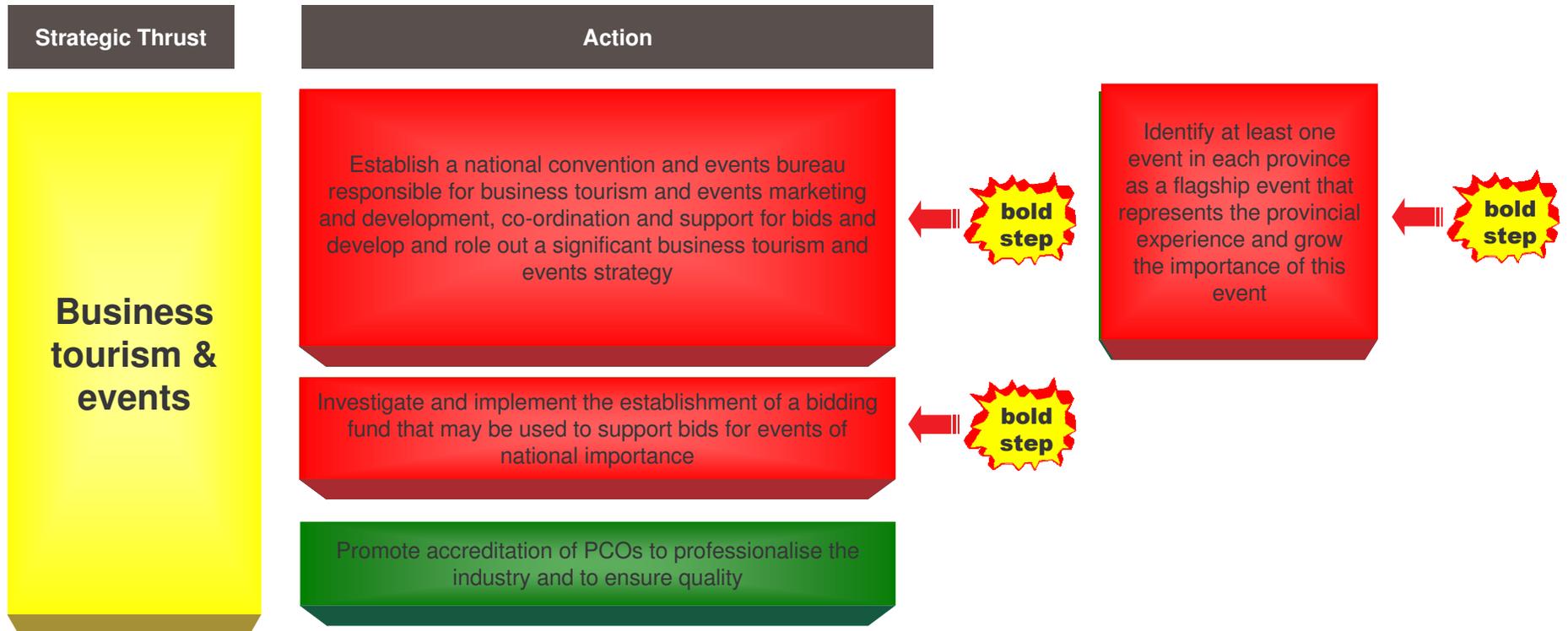
Business Tourism / Events

Problem Statement

South Africa has experienced the benefits of a number of large events – sporting and other – over the last few years, and the infrastructure created in anticipation of the 2010 FIFA World Cup and the profiling of South Africa during this event, will position the country very well for attracting other events in the future. However, there is currently no co-ordinated effort at national level to attract international events. Different provinces and cities within South Africa are competing against one another to secure event business, and thereby limiting the ability of South Africa as a country to attract more events.

Events can be used effectively to draw visitors to a destination that may not have considered, and events may also be used to improve the seasonal and geographic spread of tourism within South Africa.

... action plan highlights



... action plan highlights

African tourism development strategy

Problem Statement

Though Africa is the main source of foreign arrivals for South Africa, the opportunities provided by the various source markets within Africa are not clearly understood by the tourism industry. Many African visitors stay for a short period of time, and the challenge is to entice them to stay longer and spend more. Challenges in attracting the African markets include visas and air access (not frequent enough and very expensive). For many African visitors the primary reason for their visit is for personal or trade shopping. There are limited or no linkages with the retail and wholesale trade and the tourism industry to jointly maximise the shopping visitation and spend levels of the African tourists.

... action plan highlights

Strategic Thrust	Action
African Tourism Development	Expand the tourism industry impact of travellers from our neighbouring countries
	Identify and develop key other African markets
	Develop partnerships with South African companies doing business in other African countries to piggyback on their marketing, where applicable, or to conduct joint marketing campaigns 
	Maximise on the diplomatic presence of South Africa in specific countries 

Cluster  3

Enablers of growth

Improving general awareness of tourism among South Africans

Safety and security

International airlift

Ground transportation

Domestic airlift

... action plan highlights

Improving general awareness of tourism among South Africans

Problem Statement

Many South Africans have limited exposure to and understanding of tourism, and in many instances have developed a negative perception of an exclusive activity for rich foreigners. Tourism meanwhile is an activity in which everyone (above the lowest economic levels), can participate and enjoy for improved quality of life. In addition many people benefit directly or indirectly from all types of tourism activity, but are unaware of how the tourism benefits might be impacting on them.

Visitors may come into contact with a variety of South Africans during their visit, and it is therefore also important for all South Africans – whether they are directly involved in the tourism industry or not – to be aware of and understand tourism and the benefits it can generate if the industry grows. They need to be made aware of how they can either enhance a tourist's experience or be involved in building a negative perception in the tourist's mind about the country. If residents of a particular area understand that tourism can bring jobs and economic prosperity to their area, they will be compelled to treat visitors well and contribute to the world-class experience of such visitors.

Limited understanding and awareness of tourism in other economic sectors – like the financial services sector – further limits the ability of tourism businesses to obtain funding, and limited understanding of the industry within government results in the tourism industry often being neglected in terms of decision-making about interventions that may impact on the industry (e.g. not prioritising the provision of electricity in an area where there may not be many residents, but where tourism businesses could operate).

Even for tourism stakeholders, awareness is often limited to their own contact with the tourist, and they do not always understand the total picture of the tourist's experience in South Africa and how they can assist in improving that experience.

... action plan highlights

Strategic Thrust	Action
Improving general awareness of tourism among South Africans	Develop and role out widely through-out the country, a branded range of "training courses" or "programmes" and related collateral for tourism awareness development in different groupings within society and ensure the programmes are delivered widely within the country
	Develop an advertising campaign, under the same brand, rolled out across all media to both encourage leisure travel in this country and demonstrate the benefits that flow through the economy because of tourism activity
	Develop, under the same brand, a PR campaign to widely disseminate the message that travel and tourism is a lifestyle activity for all and provides benefits for all South Africans, include an e-Media strategy
	Engage with the screen writers of the various soap operas on SABC to include some components of tourism activity in their programmes such as working in hotels or resorts, holiday taking, booking a holiday,
	 creative step
	Continue to develop tourism as a subject in schools
	Continue the S'hot Left campaign
	Develop school trip/tour programme
Develop industry employee holiday exchange programme	

... action plan highlights

Perceptions of safety and security

Problem Statement

Strong perceptions exist internationally that South Africa is an unsafe destination. Though the reality is that there is a problem with crime and safety in South Africa, the extent of crime incidents affecting tourists is not significantly high, and all efforts must be made to address incorrect perceptions in a pro-active manner. Incorrect perceptions result in potential visitors deciding against a visit to South Africa, and thereby results in a significantly lower number of foreign visitors to our country. The media is often at fault for focusing only on negative stories and not reporting the positive stories that may boost our country's image.

There is often a lack of awareness of the important role that the South African Police Service and the judicial system can play in promoting or breaking down the image of South Africa as a great destination through the facilitation of prosecutions in the case of actual crimes against tourists.

... action plan highlights

Strategic Thrust	Action	
Safety & security	Develop and implement a major campaign to improve perceptions of safety & security in foreign source market countries, through concerted PR and information provision	
	Implement a communication strategy within SA for tourism safety & security	
	Fine-tune, manage and monitor the implementation of the Tourism safety and security strategy	Implement tourism awareness training for SAPS officers 

... action plan highlights

Airlift – international

Problem Statement

If the flights into South Africa from various markets are lacking, or are expensive or inconvenient for potential visitors, it prohibits or deters them from visiting South Africa. Therefore addressing the issue of international airlift between South Africa and key source markets – including African countries – is critical to achieving the tourism objectives. The cost of airport taxes and other charges should also be addressed as part of this issue, as the actual fare may often be lower than the taxes that have to be paid.

SAA has been commercialised and as such acts to maintain and maximise profitability, which is not always in the national or tourism industry interests. However, within this framework SAA is still involved in bilateral negotiations on route capacities which it would naturally seek to influence, and we do not have an open skies policy. National carriers in many developed tourism destinations (eg Spain) and some new destinations, eg Dubai, are (or were) not run for financial return but operated at a modest profit or cost to taxpayers, in order to support the national interest. We need to make SAA either a national carrier supporting the national interest or we need more open skies to allow for full competition on the routes serving South Africa.

... action plan highlights

Strategic Thrust	Action	
International airlift	Address defining the role of SAA as either a National Carrier, Commercial Flag Carrier, or independent airline. Consider SA's tourism access imperatives from a location perspective, and consider the core, investment, tactical, watch, and new markets, as well as SA's current and potential trade links	
	Maximise airline industry support for SA tourism development	

... action plan highlights

Ground transportation

Problem Statement

Independent visitors to South Africa are largely dependent on renting cars to facilitate their travel throughout South Africa, as there is limited public or tourism transport available. Bus and rail networks are not always connected to airports and therefore make it difficult for travellers to get around unless they rent a car. This also makes it difficult for South Africans who do not own cars to travel. Safe, reliable links should at least be available connecting major centres, transport termini and tourism attractions and destinations.

The tourism transport industry face a number of issues related to their operations being partly regulated by the Dept of Transport (vehicles and operating permits) and partly by the Dept of Tourism (tour guides). This is further complicated by provincial ground transport regulation which requires duplication of applications and in many instances lacks efficiencies.

... action plan highlights

Strategic Thrust	Action
Ground transportation	Continue the process to improve the ground transport and tourism transport licencing system to create an efficient and consistent (nationally and provincially integrated) licencing system
	Develop a vision and strategy for an efficient, intermodal transport system in South Africa which will allow domestic and international tourists to move about easily to and from, and within destinations

... action plan highlights

Airlift – domestic

Problem Statement

South Africa's vastness necessitates air travel between destinations within South Africa for visitors with limited time. However, apart from the Johannesburg-Cape Town, Johannesburg-Durban and the Cape Town-Durban routes (The golden triangle), air travel within South Africa is expensive and flights are not always scheduled at convenient times. Also the cost of flights outside of the three main routes is often very high. This limits the improvement of geographical spread of visitors to lesser visited provinces and limits leisure and business tourism to many destinations.

... action plan highlights

Strategic Thrust	Action
Domestic airlift	Establish a task team to investigate domestic airlift within South Africa
	Implement the recommendations in the strategy
	Once the strategy is completed, set up a communication forum among airlines, destinations and airports to monitor the implementation of the strategy

Cluster 

People in tourism

Transformation

People development for tourism and hospitality

Service excellence

Improve community benefits from and participation in tourism

Provide decent work in the tourism industry

... action plan highlights

Transformation

Problem Statement

Transformation is an imperative for South Africa as a whole, and particularly in the tourism industry. It is a critical success factor without which the growth and development of the industry is not guaranteed. However, the rate of transformation in the tourism industry has been very slow, with few black entrants in the market, and big and small business still largely dominated by white people. Significant effort is required to not only transform existing businesses in the tourism industry, but also to grow the industry as a whole to allow for more main stream black-owned businesses of all sizes to be established.

The Tourism Broad-Based Black Economic Empowerment (BBBEE) Code was gazetted in May 2009, and now places a legal responsibility on businesses in the tourism sector to comply. This creates a sense of urgency in respect of transformation in the tourism industry.

... action plan highlights

Strategic Thrust	Action		
<p>Transformation</p>	<p>Develop and implement strategies and programmes to promote businesses having a BBBEE scorecard, and to encourage businesses to improve their scores and reach the Tourism Charter Targets</p>	<p>Engage with the associations to promote transformation by implementing a BBBEE scorecard as a requirement for membership</p>	
		<p>Initiate a reward program / recognition for best performing companies in terms of sector code compliance</p>	
		<p>Develop an enforceable memorandum of agreement with all government departments at all levels to ensure that government only procures from BEE compliant tourism service providers. Government should require all their existing tourism suppliers to obtain a BBBEE certificate or lose their supplier status.</p>	
	<p>Develop a people development plan, including training, to effectively produce the required sector skills at all levels, but particularly management and entrepreneurship</p>		
	<p>Implement tourism as a subject in schools, and include tourism businesses as case studies and examples in business studies and accounting curricula</p>		
	<p>Develop and implement a tourism awareness campaign through-out South Africa</p>		
	<p>Increase domestic tourism levels amongst the black population</p>		

... action plan highlights

Strategic Thrust	Action	
Trans-formation	Develop programmes to attract more black entrepreneurs to enter the industry and own and operate SMMEs through-out the sector, and provide support for such entrepreneurs	Develop and implement a formalised, national mentorship programme for entrepreneurs in the tourism industry. Create a database and match mentors to black SMMEs owners or would-be entrepreneurs. Include corporate mentors and individuals who can assist entrepreneurs. Provide basic guidelines for mentors to follow. Showcase successful mentorship projects. 
		Promote the concept of leisure or lifestyle entrepreneurs amongst the black community through profiling successful black or white owned leisure entrepreneurs (small and medium) businesses in tourism. Incorporate into the tourism awareness campaign, school education and entrepreneur training. Investigate and promote options that could be developed related to interests and hobbies - ballroom dancing, sports such as soccer and basketball, entertainment/shopping trips, etc 

... action plan highlights

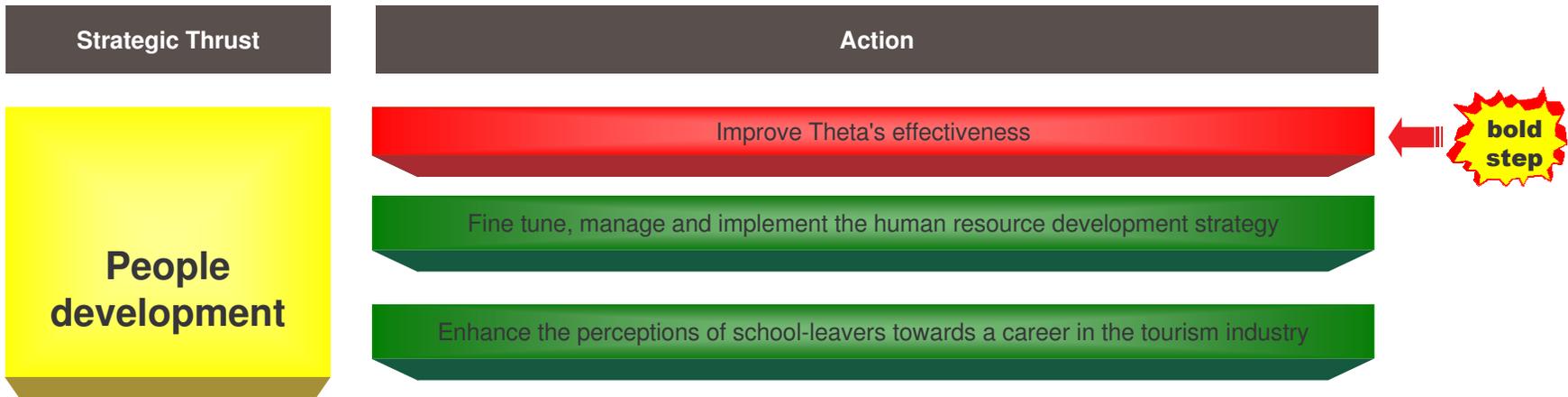
People development

Problem Statement

The tourism industry relies on people to deliver the core of the experience. At present, the industry is not attractive to quality people of all skills levels, and retention of quality people is hampered by generally poor training and development, career progression, salary levels etc THETA – the sector education and training authority dedicated to the tourism industry is largely ineffective, and they do not assist the industry as best they could in the development of people.

The urgent need for skills development in the tourism industry in South Africa was illustrated through the Skills Audit of the tourism and sports industries carried out in 2007. Subsequently, a Human Resources development strategy was developed, and the imperative is now to implement the strategy in order to build and improve the skills base in the tourism industry. One of the critical issues relating to building skills in the tourism industry is the fact that school leavers do not perceive the tourism industry as an attractive profession, and therefore the industry does not attract top quality students. Another critical area is skill levels of supervisors and managers in the industry.

... action plan highlights



... action plan highlights

Service excellence

Problem Statement

Service levels in South Africa are extremely inconsistent, as per the **preliminary** findings of the Disney Institute during their visit to South Africa during September and October of 2009. There are a variety of reasons for this, but often it is a case of poor leadership. Front-line staff is not inspired to deliver great service because they are not given the reasons why they should be delivering great service and are not treated with respect or given accountability to deliver an experience. South Africans are generally not keen to complain about poor service, but only voice their opinions to family and friends, and therefore the people delivering the service often do not know that their service was not up to the expected standards. Poor service levels are not only limited to the tourism industry but are also prevalent in other sectors of the economy. Service is important throughout the tourism value chain, including all service contact points (e.g. immigration, transport, accommodation, etc.).

... action plan highlights

Strategic Thrust	Action	
Service excellence	Conduct research and gather information to develop objective benchmarks for understanding of service levels and service gaps to be addressed, and for monitoring service improvement	
	Develop service skills and attitudes in order to achieve sustainable changes in behaviour and develop a service culture in the industry	
	Create public awareness amongst consumers of world class service standards and encourage a culture of not accepting poor standards. Create awareness amongst industry employees of the importance of customer care.	
	Measure and monitor service standards	
	Develop an accessible, easy to use tourism consumer feedback system	
	Drive a "know you customer "campaign focusing on language and culture for the markets	

... action plan highlights

Improve community benefits from and participation in tourism

Problem Statement

Various communities – especially in rural areas – could potentially benefit from and participate in the tourism industry, but their level of awareness of the industry is limited and there are limited or no tourism skills available within these communities. Historically, some tourism investors and operators have taken advantage of the natural and cultural resources belonging to communities without any benefits accruing to the communities.

In some cases, unrealistic expectations have been created about the potential benefits of tourism and the timeframe within which such benefits may realise, and when these promised benefits are not realised within the expected timeframes, the communities have sabotaged well-meaning operations (for example in the northern parts of KwaZulu-Natal where some communities attack tourists). Finally public sector led programmes to support community tourism initiatives have been supply led and market demand is low to non-existent also resulting in project failures and un-met expectations.

Community structures are often not the most appropriate structures to use for business transactions and complications often arise in tourism deals with communities. The private sector also feels pressurised by unrealistic expectations of communities.

Previous exploitation and dashed expectations create a reluctance amongst communities to consider tourism, whilst many private sector operators have reservations about community involvement in projects, resulting in a lack of progress in delivering tourism benefits to communities.

... action plan highlights

Strategic Thrust	Action
<p>Improve community benefits from and participation in tourism</p>	<p>Improve local government capacity and understanding of tourism, and specifically community based tourism issues and opportunities, so that they are able to realistically assist communities to maximise potential tourism opportunities</p>
	<p>Build awareness and understanding about tourism among communities - in particular rural communities - to eliminate unrealistic expectations</p>
	<p>Identify destinations and areas where communities can become beneficiaries of tourism projects and identify and support appropriate product development</p>
	<p>Develop sustainable funding models for community-based tourism projects</p>



... action plan highlights

Provide decent work in the tourism industry

Problem Statement

The tourism industry is not considered a good employer, as the wages are often quite low, the hours of work are long and unusual, and people often cannot see career progression for themselves in the industry. The profile of the industry as a career is not very good, and students who are unable to qualify for professions such as law, engineering and medicine are often encouraged to enter the tourism industry. This needs to improve if better skills are to be developed in the industry.

Decent work is also one of the priorities of government and the industry must demonstrate to government that it is a provider of decent work.

... action plan highlights

Strategic Thrust	Action
Providing decent work in the travel & tourism industry	MOU between the tourism industry, the Dept of Labour, Organised Labour, the department of Tourism and other relevant ministries (eg Economic Development, Planning) on what constitutes decent work in the tourism industry with a code of conduct for tourism industry businesses to comply with
	Develop and implement a strategy to encourage businesses in the tourism industry to comply with the decent work codes, the BCEA, SDs and wage guidelines
	Ongoing measures to attract and retain quality people in the industry and create careers in the industry



... roles and responsibilities

The tourism sector is integrated throughout South Africa's economy, provinces and society, and therefore encompasses a range of different players. The roles and responsibilities of these players are identified below:

Department of Tourism

It is a national government department responsible for growth and development of tourism through provision of sound policy and regulatory environment, Information and coordination of the cooperative approach across all spheres of government.

www.tourism.gov.za

South African Tourism

An entity responsible for marketing South Africa as visitor destination. It owns the South African tourism-marketing brand under which the global tourism campaign is managed.

www.southafrica.net

Tourism Business Council of South Africa

A private sector membership organisation, which has positioned itself as a united voice for the tourism industry. TBCSA advocates for the interest of its members with government and other decision makers.

www.tbcsa.org.za

Tourism Grading Council of South Africa

Is responsible for grading establishments in South Africa through the star quality assurance programme. It operates as a business unit of South African Tourism.

www.southafrica.net

... roles and responsibilities

Tourism Enterprise Partnership

Is responsible for supporting the development and growth of small, micro and medium enterprises in the sector.
www.tep.co.za

Tourism and Hospitality Education and Training Authority

Is responsible for ensuring that standards are in place with respect to issues relating to training and development in the tourism and hospitality sectors. Theta also provides leadership within the industry on matters relating to skills and training needs by identifying current and future skills needs, developing strategic plans to assist the industry to meet those needs, and promoting training that will meet the needs of employers and employees.
www.theta.org

Provincial Tourism Organisations

They act as a bridge between tourism operators, national tourism bodies and local and national government. They are responsible for promoting their provinces to domestic and international visitors. There are currently 9 Provincial Tourism Organisations funded by their provinces.

Western Cape, www.tourismcapetown.co.za

Eastern Cape, www.ectourism.co.za

Northern Cape, www.northerncape.org.za

Kwa-Zulu Natal, www.tourism-kzn

Gauteng, www.gauteng.net

North West, www.tourismnorthwest.co.za

Free State, www.fstourism.co.za

Limpopo, www.golimpopo.com

Mpumalanga, www.mpumalanga.com

Local Government

South Africa's local government is made up of 5 metros, 46 district councils and 232 local municipalities. Local government must make decisions about and set directions for promoting the social, cultural, environmental and economic well being of their communities. Their role in the tourism sector is that they manage assets such as public land, and they provide important infrastructure. They also represent host communities. Nationally, the South African Local Government Association (SALGA) represents local councils.

www.salga.org.za

The department of Cooperative governance and Traditional Affairs (COGTA) is responsible for policy and regulations for local government .

www.cogta.gov.za

... roles and responsibilities

Other Government Agencies that influence tourism directly or indirectly:

Department of Home Affairs, www.dha.gov.za
Department of Trade and Industry, www.dti.gov.za
Department of Rural Development and Land Reform, www.rdlr.gov.za
Department of International Relations and Cooperation, www.dirco.gov.za
Department of Arts and Culture, www.dac.co.za
Department of Sports and Recreation, www.srsa.co.za
Department of Higher Education, www.education.gov.za
Department of Health, www.doh.gov.za
Department of Foreign Affairs, www.dfa.gov.za
Department of Transport, www.dot.gov.za
Department of Labour, www.labour.gov.za
Statistics South Africa, www.statssa.gov.za
South African Police Station, www.saps.gov.za
International Marketing Council, www.imc.co.za
Government Communications and information System, www.gcis.gov.za
Department of Science and Technology, www.dst.gov.za

Industry Associations

These represent the interest of industry in South Africa and work to maintain the standards of different sectors within the tourism industry. Industry organisations include:
Association of South African Travel Agents (ASATA), www.asata.co.za
Federated Hospitality Association of Southern Africa (FEDHASA), www.fedhasa.co.za
Coach Operators Association of South Africa (COASA), www.coasa.co.za
Board of Airline Representatives of South Africa (BARSA), www.barsa.co.za
Southern Africa Tourism Services Association (SATSA), www.satsa.com
Timeshare Industry of South Africa (TISA), www.tisa.org.za
Restaurant Association of South Africa (RASA), www.rasa.co.za
Marketing Association Afrique (MAA), www.association.co.za

... institutional arrangement

- Cabinet has approved a new outcomes based approach to the Medium Term Strategic Framework;
- The aim is to improve service delivery by:
 - ✓ Increasing strategic focus of government; and
 - ✓ Making more efficient and effective use of limited resources through introducing more systematic monitoring and evaluation.
- All the key government institutions concerned with a particular outcome will participate in Forums to develop Delivery Agreements for that outcome;
- These implementation forums will be created to ensure delivery;
- The Department of Tourism is the lead Department for the Development of Tourism Sector strategy to support employment and export growth for Tourism under Outcome 4: Decent employment through inclusive growth matrix;
- The following supporting departments have been identified for the development of the Sector strategy for Tourism:
 - ✓ DTI;
 - ✓ DOT;
 - ✓ NT;
 - ✓ EDD
 - ✓ All other departments and institutions as identified in the previous slides will form part of the forum.
- MINMEC will, however, remain the main implementation forum for government;
- Mechanism for implementation dialogue with private sector shall be created

... institutional arrangement

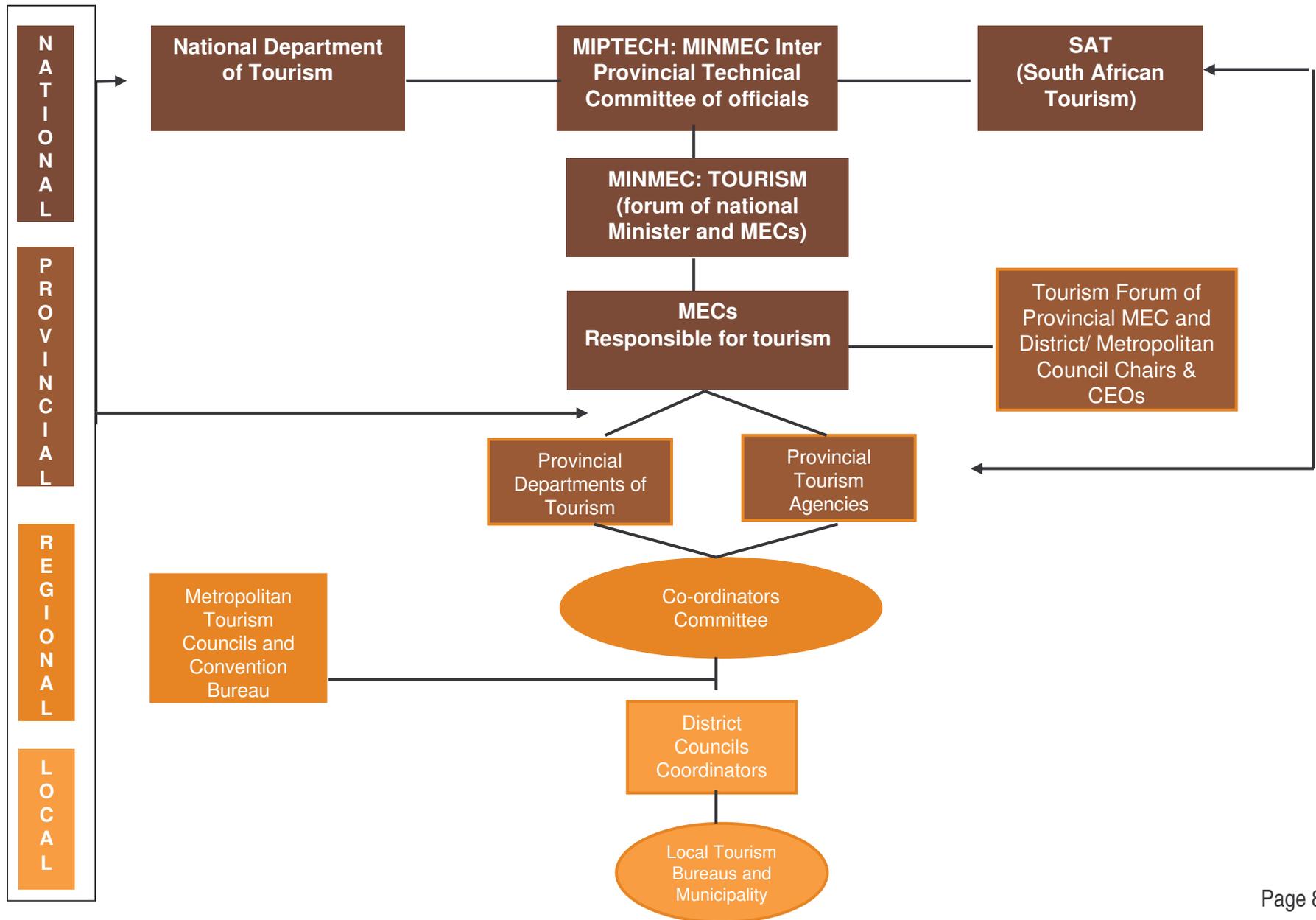
Proposed Institutional Structure for Tourism in South Africa

The institutional arrangements relating to the following levels of tourism structures are set out below:

- National level
- Provincial level
- Regional level
- Local level

... institutional arrangement

Proposed Institutional Structure for Tourism in South Africa



... institutional arrangement

Arrangements at National Level

The key structures at the national level are:

MINMEC

MINMEC: Tourism is a meeting of the national Minister of Environmental Affairs and Tourism and the provincial Members of Executive Committees / provincial Ministers for Tourism that discusses and agrees on national tourism policy matters.

MIPTECH

MIPTECH: Tourism Inter-provincial Technical Committee is a meeting of national and provincial tourism officials, SALGA, heads of government tourism departments and CEO's of tourism authorities that co-ordinate provincial and national tourism affairs in preparation for and support of the MINMEC: Tourism.

... institutional arrangement

Proposed Arrangements at Provincial level

Effective coordinating mechanisms should be established between the provincial, regional and local tourism functions in order to ensure synergy of effort and resources. The various tourism spheres should complement one another, culminating in a strong and effective provincial tourism development effort.

The following are the key entities at Provincial level:

MEC Tourism Forum

It is vital that tourism be acknowledged and managed as a priority at a provincial level. To this end it is proposed that the provincial Members of Executive Committee or Provincial Ministers responsible for Tourism should establish a MEC / Ministerial Tourism Forum where they can meet with the Chairpersons of the District and Metropolitan Councils and voluntary Regional Tourism Associations on a bi-annual basis to discuss the tourism strategy for the province. The MEC / Ministerial Tourism Forum should be informed by the provincial Co-ordinators Committee comprising officials of the provincial tourism authorities and the District/Metropolitan tourism co-ordinators. It should meet regularly to discuss and agree on co-operative tourism programmes and strategies.

Provincial Tourism Authorities

Provincial Tourism Authorities should align their international tourism marketing efforts with those of South African Tourism to ensure synergy.

... institutional arrangement

Responsibility Schedule

The Provincial Tourism Departments and the Provincial statutory tourism authorities should be responsible for formulating and executing the tourism policy and strategy within the following responsibility schedule.

Distinct responsibilities of the Provincial Tourism Depts and Provincial Tourism Authorities	
Provincial Tourism Departments	Provincial Tourism Authorities
<ul style="list-style-type: none"> • Formulate, publish, legislate and monitor the provincial tourism policy and strategy. • Provide funding for tourism promotion and development and monitor the application of such. • Work with national safety and security departments and bodies to address tourism safety and security. • Upkeep and develop provincial public tourist attractions (e.g. historical, cultural, environmental). • Facilitate the provision public infrastructure • Facilitate the provision of public amenities such as parking, ablution, public transportation, etc. in support of the tourism industry. • Conduct spatial planning in support of tourism and allocating land and infrastructure for tourism development. • Establish a road sign plan and provide road signs • Work with relevant departments to maintain the general safety, upkeep, cleanliness and beautification of the province. 	<ul style="list-style-type: none"> • Guide and lead the implementation of the provincial tourism marketing policy and strategy. • Co-operate with SAT in generically marketing the province globally as a key part of the SA tourism product. • Generic marketing of the province domestically. • Work with regional co-ordinators and LTBs in packaging new themes, routes and experiences. • Develop a provincial marketing “toolkit” that is representative of all products, areas and towns. • Establish an integrated provincial tourism information system (including an accredited information offices network) together with regional co-ordinators, LTBs and private sector • Initiate provincial initiatives to raise the awareness and understanding of tourism among the population at large. • Manage and implement provincial tourism registration and accreditation systems in conjunction with LTBs.

... institutional arrangement

Joint responsibilities of the Provincial Tourism Departments and Provincial Tourism Authorities

- Formulate a provincial tourism development framework and work with Regional Co-ordinators, LTBs, private sector and all other relevant bodies in developing new tourism products and attractions.
- Initiate basic training and education programmes to improve tourism knowledge and skills, within the framework set by the Sectoral Education and Training Authority (SETA) at national level.
- Establish a tourism business advisory network to encourage and stimulate entrepreneurship.
- Establish provincial programmes to facilitate the increased participation of previously disadvantaged communities and entrepreneurs in tourism.

Proposed arrangements at regional level

The regional tourism function should be mainly a developmental one and should focus on the following two structures:

Voluntary Regional Tourism Ass.

The tourism industry and Local Tourism Bureau in an area may decide to form a Voluntary Regional Tourism Association, but such body should operate independently of government statutes or finance. There should be no obligation to establish such an Association.

... institutional arrangement

Arrangements at Metro level

As the gateway to the province, the tourism body for the Metro Councils require special attention and the following proposals pertain:

Tourism and Convention Bureau

A single Tourism and Convention Bureau should be established for each metropolitan area.

In addition to the functions of a tourism co-ordinator (similar functions to LTB), the Bureau should have a strong Events and Convention Management focus and should arrange and bid for major tourism meetings, events and conventions.

Existing LTBs in Metropolitan Areas should be amalgamated into and should fulfil the role of information offices of the Bureaux, depending on their location.

... institutional arrangement

Responsibility Schedule

Tourism Body	Government
<p>Regional Tourism Associations RTAs should be a voluntary body that could be established by the private industry and/or local Tourism Bureaux in an area.</p> <ul style="list-style-type: none">• Aimed at collectively packaging and marketing the products of a regional area in conjunction with Local Tourism Bureaux and District Council co-ordinators, in support of the provincial marketing strategy and information system.	<p>District/Metropolitan Council co-ordinating function</p> <ul style="list-style-type: none">• Primarily a developmental and co-ordination role• Conduct similar functions to the Local Municipality for areas within the jurisdiction of the District Council that do not have municipal status (see local authority functions above).• Assist with the establishment and maintenance of Local Tourism Bureaux (at least information offices) in towns and settlements that are unable to establish such.• Act as a co-ordinator of common actions among the various Local Tourism Bureaux within the jurisdiction of the region.• Assist the provincial tourism authority and RTO (should it exist) to collectively package the products of the region, in support of the provincial marketing strategy and information system.

... institutional arrangement

Arrangements at Local level

The following proposals are made in relation to arrangements at the local level :

Local Tourism Bureau

Tourism-specific functions should be conducted by a Local Tourism Bureau that should:

- Be established by the local authority (Town or District Council) and private businesses in a local area, as a legal entity that is representative of these parties.
- Be jointly funded by the local authority and private industry members in the area, as well as from own revenue, including marketing commissions.
- Include a meaningful number of persons who represent previously disadvantaged constituencies.
- Be accredited by the Provincial Tourism Authority if it meets the requirements.

Local Departments

The local authority line function departments should be responsible for all integrated development matters, including the development of tourist attractions, the provision of public amenities and infrastructure in support of tourism and the general maintenance of the environment should be part of the development plan of the local authority, who should consult the LTB when planning and implementing these.

... institutional arrangement

Responsibility Schedule

Local tourism authorities should perform the following functions:

Tourism Body	Government
<p>Local Tourism Bureau</p> <ul style="list-style-type: none"> • Manage the information office(s) of the local area and feed into the provincial information system • Market specific events, conferences and meetings that occur in the local area • Act as a first point of registration for tourism businesses in respect of the provincial registration system and monitor minimum standards maintained by registered businesses in local authority area • Receive and channel applications for local road signs from members to municipality • Promote tourism awareness, a culture of hospitality and involvement in tourism among the local population. • Keep a general watch over tourism matters and advise the municipal authority regarding tourism development requirements 	<p>Local Authority</p> <ul style="list-style-type: none"> • Establish an LTB and provide financial support to the LTB • Upkeep and development of public tourist attractions (e.g. historical, cultural, environmental) • Provide public infrastructure • Provide public amenities such as parking, ablution facilities, public transportation, etc. in support of the tourism industry • Conduct spatial planning in support of tourism and allocating land and infrastructure for tourism development • Plan and provide local road signs • Maintain the general safety, upkeep, cleanliness and beautification of the local area. • Assist the LTB in implementing the provincial registration and minimum standards system by providing health and safety inspection services.

... institutional structure

The National Department of Tourism currently has a draft structure in place that was developed in the process of setting up the new department separate from Environmental Affairs.

The national tourism strategy recommends various functions to be carried out by the department, which may require the current draft structure to be revised. The premise of this strategy is that structure follows strategy and therefore this strategy should inform the development of the structure. The institutional structure proposed in this strategy document does not cover the administrative support functions that are required for the proper functioning of the department such as HR, accounts, corporate communications etc.

During the implementation of action plans, care must be taken to ensure that there is coordination across the key branches in the NDT and across programmes to ensure overlaps and duplications are avoided and collaboration in like areas maximised. For example, awards/recognition form part of more than one action plan, and these should be coordinated in one point such as corporate communications.

... institutional structure

Function	Strategic thrust	Key responsible entity	Roles of entities		
			Lead	Co-operate with (i.e. there is work to do for NDT)	Influence (lobbying role only)
Policy, strategy, regulations, governance & monitoring & evaluation	Prioritising tourism at national government level – from Presidency-level – and improving inter-governmental coordination	Ministry of Tourism	X		Parliament, other Govt Departments
	Improve research and information management	National Dept of Tourism	✓	Academic institutions, SAT, Stats SA, SARB, Provinces	
	Strengthen collaboration and partnerships within the tourism industry	National Dept of Tourism	✓ of some inter governmental	Other Govt department levels and private sector associations	Other Govt Departments 8 levels
	Monitoring & evaluation	National Dept of Tourism	✓		

... Institutional structure

Function	Strategic thrust	Key responsible entity	Roles of entities			
			Lead	Co-operate with (i.e. there is work to do for NDT)	Influence (lobbying role only)	
Tourism growth & development	Supply	Domestic tourism development - product	National Dept of Tourism	✓	DPW, Provinces, COGTA	
		Capacity building and budget allocations at local government level in tourism planning and management	National Dept of Tourism	✓	COGTA, SALGA	Treasury
		Tourism information provision	National Dept of Tourism	✓	COGTA, SALGA, Provinces, SAT	Private sector
		Co-ordinate product development, including in areas with untapped potential	National Dept of Tourism	✓ Partial	COGTA, SALGA, dti, Provinces	Private sector
		Quality assurance	National Dept of Tourism	TGCSA		
		Investment facilitation, including development finance & enterprise development	National Dept of Tourism	TVCF	dti, DFIs	Private sector
		Best practice in environmentally responsible tourism	National Dept of Tourism	✓	Certification agencies	Private sector
	Demand	Marketing and branding (including distribution)	National Dept of Tourism	SAT		
		Domestic tourism development - marketing	National Dept of Tourism	SAT	Provinces	Private sector
		New market development – e.g. geographic, market-level and niche markets	National Dept of Tourism	SAT		
		Business tourism / events	National Dept of Tourism	SAT/NCB	COGTA, SALGA, Cities, ICCs, Industry, SAACI	
		African tourism development strategy, including facilitation of travel	National Dept of Tourism	NDT / SAT	DHA, dti, Cities	Private sector retail industry

SAT = South African Tourism / DPW = Dept of Public Works / COGTA = Dept of Cooperative Governance & Traditional Affairs / TGCSA = Tourism Grading Council of SA / DFIs = Development Finance Institutions / TVCF – Tourism Venture Capital Fund / DHA = Dept of Home Affairs / dti = Dept of Trade and Industry

... institutional structure

Function	Strategic thrust	Key responsible entity	Roles of entities		
			Lead	Co-operate with (i.e. there is work to do for NDT)	Influence (lobbying role only)
Enablers of growth	Improving general awareness of tourism among South Africans	National Dept of Tourism	✓	Dept Higher Education & Training and Dept Basic Education SAT, Provinces, TBCSA	Schools, teachers
	Domestic tourism development - support	National Dept of Tourism	✓	Provinces, dti, Public Works, Unions, TBCSA	
	Safety and security	National Dept of Tourism	X	Dept of Police, SAPS, Provinces, TSI	
	International airlift	National Dept of Tourism	X	DoT, Public enterprises	Airlines, ACSA
	Ground transportation	National Dept of Tourism	X	DoT, Provinces, TBCSA, SATSA	Private Sector
	Domestic airlift	National Dept of Tourism	X	DoT, Provinces, Cities	Airlines

... institutional structure

Function	Strategic thrust	Key responsible entity	Roles of entities		
			Lead	Co-operate with (i.e. there is work to do for NDT)	Influence (lobbying role only)
People in tourism	Transformation	National Dept of Tourism	TECSA	TBCSA	Private sector
	People development for tourism and hospitality	National Dept of Tourism	X	TBCSA, DOL, THETA, Academic Institutions	Treasury
	Service excellence	National Dept of Tourism	✓	TSEI	Private sector, Government
	Improve community benefits from and participation in tourism	National Dept of Tourism	X	diti, TEP	COGTA, DBSA
	Provide decent work in the tourism industry	National Dept of Tourism	X	TBCSA, DOL, THETA, Academic Institutions	Private sector

COGTA = Dept of Cooperative Governance & Traditional Affairs / TBCSA = Tourism Business Council of SA / DOL = Dept of Labour / THETA = Tourism, Hospitality & Sport Education Training Authority / DBSA = Development Bank of SA / diti = Dept of Trade and Industry / TEP = Tourism Enterprise Partnership / TSEI = Tourism Service Excellence Initiative

... monitoring & evaluation

The successful implementation of the national tourism strategy will only be possible through proper monitoring and evaluation, which is the responsibility of the National Department of Tourism.

The relevant research has to be undertaken in order to monitor the progress of the tourism sector towards the targets identified for each objective, and a regular report should be published by the NDT reporting back on progress on the main targets and on each strategic thrust programme.