NATIONAL TOURISM SECTOR STRATEGY
2016 - 2026

PROPOSED IMPLEMENTATION, MONITORING
AND REPORTING MECHANISMS
PROPOSED IMPLEMENTATION, MONITORING AND REPORTING MECHANISMS

1. Introduction and Background

The National Tourism Sector Strategy (NTSS) 2016 -2026 was approved for implementation by Cabinet in December 2017. The strategy outlines the vision for tourism and identifies priority actions for implementation over a ten-year period 2016 – 2026. Tourism is an interrelated, interdependent and interconnected system that relies on complex networks of tourism stakeholders and multiple relations with sector departments working together to provide a complete tourism service. Therefore, the successful implementation of the NTSS 2016 -2026, depends on the commitment of all stakeholders working together in an integrated and coordinated manner. As such the NTSS 2016 – 2026 provides for the establishment of monitoring and reporting structures to advance the implementation of the Strategy.

2. Current NTSS Implementation Mechanisms and Other Tourism Coordinating Structures/Working Groups

2.1 NTSS Implementation Mechanisms

The diagram below depicts the first NTSS implementation, monitoring and reporting mechanisms which were adopted at the National Tourism Stakeholder Forum (NTSF) inauguration and launch in June 2011.
The mechanisms consisted of three levels with the bottom level seen as the implementation level composed of the five Sub Sector Forums, namely, Government, Business, Communicators, Knowledge, Labour, Non-Governmental and Community Based Organisations.

The second level was referred to as the monitoring level constituted by four Monitoring Cluster Committees aligned to the NTSS’s four Clusters; namely Policy, Strategy, Regulations, Governance and Monitoring and Evaluation, Tourism Development – Demand and Supply, People Development, and Enablers of Growth. The third level which was seen as a reporting level is the NTSF convened to note progress/challenges in the implementation of the NTSS and to jointly propose strategies to militate against the identified challenges.

The two lower levels of the NTSS implementation, monitoring and reporting mechanisms were not effective and eventually fell off due to a number of reasons including the following:

- Lack of commitment by members and therefore non-attendance of meetings;
- Some sub-sectors did not meet to agree on areas of focus/implementation which then impacted on the second level meetings;
- Other parallel structures (Forum/Working Groups/Task Teams/Panel of Experts) established and constituted by members who were expected to also participate in the NTSS mechanisms – stakeholder fatigue

Though the NTSF meeting (third level) continued to be hosted, the above impacted on the focus of the meetings which was more on pertinent issues affecting the sector (also important as they could impact negatively/positively on the sector achieving the NTSS objectives) and the Department of Tourism presentations (progress on annual performance plan) than reporting progress achieved by all the sub sector forums in implementing the NTSS as was envisaged.
2.2 Other Structures

2.2.1 A working session on the development and roll-out of the Department of Tourism’s proposed Tourism Incentive Programme was hosted by the Minister of Tourism, in July 2014. The session sought to stimulate discussions and ideas on the design, development and implementation of appropriate tourism incentives and interventions to sustain and grow the tourism industry. Emanating from the discussions was the establishment of a number of Working Groups to deliberate on the following key focus areas, namely:

- Development of a Tourism Development Funding;
- Development of a Destination Development Plan Framework;
- Design and Development of Current and Future Incentive Programmes;
- Tourism Signage;
- Enhancing South African Ports of Entry; and
- Tourism Skills Development.

2.2.2 Minister also hosted a high level engagement with key tourism industry stakeholders on 26 February 2016 to discuss opportunities that exist in growing tourism in the immediate future. Following that engagement, a number of Work Streams were also established as follows:

- Marketing Work Stream;
- Branding Work Stream;
- Business Events;
- Inclusive Growth Work Stream; and

The above resulted in a number of tourism structures which in some cases did not feed into each other’s work and, though sometimes constituted by the same members, had what could be seen as different purposes/mandates.
PROPOSED IMPLEMENTATION, MONITORING AND REPORTING MECHANISMS

Cabinet has approved the NTSS 2016 – 2016 as a South African blueprint for tourism development and promotion. Therefore, the efforts of all stakeholders should be geared towards the achievement of the same objectives. This will require the sector to be better coordinated to ensure integrated planning, implementation, monitoring and reporting.

3. Purpose

To provide for the establishment of a multi-stakeholder mechanism aimed at facilitating and advancing the implementation of the NTSS 2016-2026 through coordinated planning, monitoring and reporting.

4. Proposed Implementation, Monitoring and Reporting Mechanisms for the NTSS 2016 - 2026

The NTSS 2016 – 2026 recommends for the continued existence of the NTSF as an overarching structure to facilitate reporting on the implementation of the NTSS. It will also serve as a Forum to deliberate on matters of strategic importance including policy issues and other topical issues affecting the travel and tourism industry and therefore the implementation and achievement of the NTSS 2016 – 2026 objectives. The Forum will continue to be chaired by the Director-General of the Department of Tourism.

Given the number of structures and sub-structures in the form of Task Teams, Working Groups and Work Streams convened at the national level to deal with particular issues in the past, it is imperative that some rationalisation be done ensure coordinated and integrated, planning, implementation, monitoring and reporting from all levels.

The proposed NTSS 2016 – 2026 implementation, monitoring and reporting mechanisms are outlined in the diagram below.
### Proposed Implementation, Monitoring and Reporting Mechanisms

#### National Tourism Stakeholders Forum

#### Visitor Experience Work Stream
- Bandwidth capability
- Intermodal transport;
- Tourist safety
- Tourism Skills & Service Excellence

#### Destination Management Work Stream
- Tourism Infrastructure development, maintenance and enhancement

#### Effective Marketing Work Stream
- Marketing
- Branding
- Events
- Domestic Tourism

#### Ease of Access Work Stream
- Aviation
- Immigration
- Regulatory Environment
- Tourist safety
- Tourism Skills & Service Excellence

#### Destination Management Work Stream
- Tourism Infrastructure development, maintenance and enhancement

#### Broad-Based Benefits Work Stream
- Transformation
- Rural Development
- Enterprise Development including supplier

### Minister’s Engagements

#### Tourism "Think Tank"

#### National Tourism Stakeholders Forum

**CONVENER:** SA Tourism

**PARTICIPANTS:**
- TBCSA
- Brand SA
- Department of Tourism
- DIRCO
- GCIS
- Tourism communicators
- Provincial Marketing Authorities
- Metropolitan Municipalities
- Stakeholders who served in the Branding, Marketing & Events Work Streams (Feb 2016)

**CONVENER:** TBCSA

**PARTICIPANTS:**
- SA Tourism
- Representatives from Private Sector Associations
- Provincial Departments
- NEF
- SEFA
- Stakeholders who served in the Inclusive Growth Work Stream (Feb 2016) & the Development of a Tourism Development Funding Working Group (TIP)

**CONVENER:** Department of Tourism

**PARTICIPANTS:**
- CoGTA
- DEA
- Provinces (marketing agencies)
- SALGA
- SA Tourism
- Stakeholders who served in the Development of a Destination Development Plan Framework (TIP, July 2014)

**CONVENER:** Department of Tourism

**PARTICIPANTS:**
- DHA
- DoT
- TBCSA
- AASA
- SATSA
- Provincial Departments

**CONVENER:** Department of Tourism

**PARTICIPANTS:**
- DoT
- TBCSA
- AASA
- SATSA
- Provincial Departments
- Stakeholders who served in the Development of a Tourism Skills Development Framework (TIP, July 2014)

**CONVENER:** Department of Tourism

**PARTICIPANTS:**
- DoT
- TBCSA
- AASA
- SATSA
- Provincial Departments
- Stakeholders who served in the Development of a Tourism Skills Development Framework (TIP, July 2014)

**CONVENER:** Department of Tourism

**PARTICIPANTS:**
- DHA
- DoT
- TBCSA
- AASA
- SATSA
- Provincial Departments
PROPOSED IMPLEMENTATION, MONITORING AND REPORTING MECHANISMS

The Working Streams could establish further sub-structures (TIP, July 2014 & February 2016) to deal with particular areas within a Pillar. For instance, the NTSS 2016 – 2026 calls for the establishment of the Tourism and Transport Forum which could be a sub-structure of the Pillar 2 Work Stream, the coordinating structure called for in the Tourism Sector Human Resource Development Strategy could be a sub – structure of Pillar 3, etc.

5. Composition and coordination of the National Tourism Stakeholders Forum (NTSF)

Participation in the forum will include the following:

- Senior executives of organised private sector associations,
- Captains of industry,
- Senior national government officials from the relevant sector departments
- Provincial departments and provincial marketing agencies,
- Tourism heads in the metropolitan municipalities as well as the national government
- South African Tourism (SA Tourism),
- Brand South Africa (Brand SA) and:
- South African Local Government Association (SALGA).

The Department of Tourism shall provide the Secretariat services and be responsible for the coordination of NTSF meetings as well as Minister’s engagements. The NTSF shall be coordinated twice a year in the month of September (report on progress made) and March (report on progress made and agree the next financial year Implementation Plan) of every year.

The NTSF shall serve as a link to refer matters to MINMEC through the Director-General. It will also inform issues for deliberation at Minister’s engagement with industry.
6. Coordination of the Five Work Streams

The Five Work Streams shall be convened as indicated in the diagram above, i.e. by the Conveners of the Work Streams and report back to the NTSF and Minister’s meeting through the Director - General of the Department of Tourism.