



DRAFT EAST AFRICAN STANDARD

Tourism and related services — Tourism service excellence — General requirements

EAST AFRICAN COMMUNITY

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Foreword

Development of the East African Standards has been necessitated by the need for harmonizing requirements governing quality of products and services in the East African Community. It is envisaged that through harmonized standardization, trade barriers that are encountered when goods and services are exchanged within the Community will be removed.

The Community has established an East African Standards Committee (EASC) mandated to develop and issue East African Standards (EAS). The Committee is composed of representatives of the National Standards Bodies in Partner States, together with the representatives from the public and private sector organizations in the community.

East African Standards are developed through Technical Committees that are representative of key stakeholders including government, academia, consumer groups, private sector and other interested parties. Draft East African Standards are circulated to stakeholders through the National Standards Bodies in the Partner States. The comments received are discussed and incorporated before finalization of standards, in accordance with the Principles and procedures for development of East African Standards.

East African Standards are subject to review, to keep pace with technological advances. Users of the East African Standards are therefore expected to ensure that they always have the latest versions of the standards they are implementing.

The committee responsible for this document is Technical Committee EASC/TC 076, *Services*.

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Tourism and related services — Tourism service excellence — General requirements

1. Scope

1.1. This draft East African standard establishes requirements and practices for planning, developing, implementing, maintaining, improving and recognizing service excellence in the sub-sectors and organizations that constitute the tourism value chain.

1.2 These requirements and practices are applicable to any tourism-related business and organizations participating in providing a meaningful and positive experience for all their guests regardless of the type and size of the product and service offered.

1.3 This draft East African standard is intended to guide organizations and to assist them to align their product offering to agreed-upon requirements and practices and to apply them in the tourism value chain.

2. Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 10001, *Quality management – Customer satisfaction – Guidelines for codes of conduct for organizations*.

3. Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- IEC Electropedia: available at <http://www.electropedia.org/>
- ISO Online browsing platform: available at <http://www.iso.org/obp>

3.1

code of practice

written guidelines issued by an official body or a professional association to its members to help them to comply with its ethical standards

3.2

guest

person who is afforded the hospitality of for example, a club, a city, hotel or restaurant and the lodging, food, amenities and/or entertainment that it provides

3.3

caravan and camping

facility that provides space for guests to provide their own accommodation, such as tents, a motor home and/or caravan. Communal ablution facilities are always provided. Communal kitchen, laundry, recreational facilities and amenities, etc. may be provided. Self-catering accommodation units may be provided on the property. A camping facility that specifies that caravans can be accommodated

3.4 hotel

commercial establishment providing at least reception, accommodation and daily cleaning, recognized or registered as such in applicable legislation (ISO 18513 clause 3.2.1)

3.5

organization

group of people or facilities and the associated arrangement of responsibility, authority and relationships (see ISO 10001)

EXAMPLE Self-employed operator, company, institution, enterprise, associations, government agency, tourist guides, attractions and other related tourism products and services.

3.6

product

totality of goods or services that a company or an individual makes available to a tourist or a guest

3.7

domestic tourist

person who travels to places of attractions or participate in tourism activities within country of residence for at least a period of 24 hours, a period not exceeding twelve months and whose main purpose of visit is other than the exercise of an activity remunerated from within the place visited

3.8

international tourist

person who travels to places of attractions or participate in tourism activities outside country of residence for at least a period of 24 hours, a period not exceeding twelve months and whose main purpose of visit is other than the exercise of an activity remunerated from within the place visited

3.9 service excellence

ability of service providers to consistently meet and occasionally even exceed customers' expectations

3.10

tourism

activities of persons who travel to and staying in places outside their usual environment for leisure, business and other purposes. Such activities are not remunerated for from within the destination visited and destinations are not visited for more than one consecutive year

3.11

tourism value chain

full range of legally acceptable activities that are required to ensure that a product or service passes through the different phases of production (including physical transformation, and the work done by various producers and the services they offer), to meet consumer demand

4. Principles and Practices of service excellence

4.1 Principles of service excellence include:

- a) Managing the organization from outside-in. The organization should design the desired experience from the customer's perspective. Once designed, resources and processes should be aligned in the sense of customer centricity on an ongoing basis.
- b) Deepening customer relationships. The organization should strive for a superior level of individual personalization and be focused on the customer needs and expectations throughout the relationship. A strong relationship can be fuelled by continuous communication, which should reflect the customer's desired level of interaction.
- c) People make the difference. The engagement of everyone in the organization, including partners, in achieving customer delight is of key importance.
- d) Balanced attention to customers, employees, subcontractors and other stakeholders. Customers, employees, subcontractors and other stakeholders are important and the organization should give a balanced focus of attention to them all.
- e) Cross-functional management approach. The organization should work through customer journeys with an integrated cross-functional approach.

- f) Leveraging of technology. Appropriate technology should be used to create outstanding customer experiences for staff, customers and partners.
- g) Create value for stakeholders. Implementing service excellence leads to additional sustainable value for stakeholders. Co-creation with stakeholders should be used to create enhanced value. Value can be monetary as well as non-monetary

4.2 The following are practices of service excellence:

a) Access

The practice and relevant information should be easy to find and apply within the organization.

b) Accountability

The organization should be accountable for its actions and decisions with respect to the code of practice and should report on them.

c) Accuracy

The organization should ensure that the code of practice and the information on the code is accurate, not misleading, verifiable and in compliance with the relevant statutory and regulatory requirements.

d) Capacity building

The organization should establish systems, resources and processes that have the capacity to meet its obligations.

e) Commitment

The organization should be actively committed to continuously provide excellent service and to exceed the expectations of guests.

f) Consistency

The organization should maintain consistently high levels of customer service delivery (for example the employer should ensure that a new employee is able to participate in the service excellence culture).

g) Continual improvement

Increased effectiveness and efficiency in the implementation of the code of practice and its application should be a prominent and permanent objective of the organization.

h) Courtesy

The organization should treat every guest in a courteous manner.

i) Responsiveness

The organization should respond to the needs of guests and should meet customer expectations in good time.

j) Safety and security

The organization should ensure that products are delivered in a safe and secure environment.

k) Value for money

The organization should ensure that the value of the products is consistent with the quality offered.

l) Visibility

An organization participating in tourism service excellence programme should display the participation logo, participation ID and the signed code of practice in a prominent position which should be easily accessible to guests, personnel and other interested parties.

5. Guest end-to-end service cycle

5.1 Service cycle points

Service provider shall deliver guest experience that equal or surpass tourist expectations. This objective can only be achieved if effective and memorable services are provided at all levels from the initial point of contact until when the tourist leaves the country of destination.

5.2 The Phases of the guest end-to-end service cycle

5.2.1 The phases of the guest end-to-end service cycle are summarized in tables 1 to 4 and are inclusive of all the operators who deal with guests and suppliers.

NOTE Some activities only apply to international tourists and some apply to both international and domestic tourists.

5.2.2 The key stakeholders and their sphere of involvement during phase 1 of the service cycle are shown in table 1.

5.2.3 Table 2 depicts the involvement of the key stakeholders during the arrival phase.

5.2.4 The activities of key stakeholders during the stay phase are shown in table 3.

5.2.5 The activities of the key stakeholders who are involved when tourists leave home country are shown in table 4.

Table 1 — Phase 1: Leave home country

1	2
Activities	Key stakeholders in country of destination
Country of destination is marketed through various channels and sources	Marketing agencies National tourism authorities
Book flights, accommodation, transport and entertainment	Travel agencies Online booking agents Tour operators Service providers
Obtain visa and related documentation	National authorities and Embassies

Table 2 — Phase 2: Arrival in country of destination

1	2
Activities	Key stakeholders in country of destination
Customs clearance	Customs authorities Immigration authorities
Transit from aircraft and exit from airport	Airport management and airline companies
Transportation and other related activities	National transport authorities and transport associations in the tourism sector

Table 3 — Phase 3: Stay in country of destination

1	2
Activities	Key stakeholders in country of destination
Transportation	National transport authorities and transport associations in the tourism sector.
Accommodation	<p>Tourism Grading Authorities and other accommodation associations</p> <ul style="list-style-type: none"> • Formal service accommodation • Guest accommodation • Self-catering • Caravan and camping • Backpackers and hostelling • MESE (Meetings, Exhibitions and Special Events venues) • Homestays • Holiday homes
Banking	Banking Association in country of destination
Food and beverages	Restaurants Association in country of destination and other related organizations
Government departments	<p>All spheres</p> <ul style="list-style-type: none"> • Road and rail management • Safety and security • Health and social services • Land use management and spatial planning • Energy, water and telecommunications <p>National government</p> <ul style="list-style-type: none"> • Promoting member country as a destination of choice <p>Provincial government</p> <ul style="list-style-type: none"> • Coordinating and promoting the respective provinces <p>Local municipalities:</p> <ul style="list-style-type: none"> • Tourism and general signage • Bylaws • Quality infrastructure development, maintenance and municipal services <p>Coordinated tourism marketing and information provision (for example, visitor information centres)</p>
Tourism	<p>National Department of Tourism (NDT) Tourism Business Council in country of destination</p> <p>Related associations</p>
Communications	Telecommunications companies
Retail	Council of Shopping Centres and other related associations in country of destination
Business process outsourcing	Telecommunications companies
Private businesses	Tourism Business Council in country of destination
Neighbouring countries	Department of Home Affairs

Table 4 — Phase 4: Leave country of destination

1	2
Activities	Key stakeholders in country of destination
Transport to airport and transit to aircraft	Airport management and airlines companies

Checking in, luggage safety and weight, boarding – duty free shopping	Airport management and airlines companies
Security checks	Department of Home Affairs, Revenue Authorities

5.3 Management and administration

Senior management shall provide evidence of its commitment to the development and implementation of quality management systems and to continually improving their effectiveness by

- a) communicating the importance of meeting customer, statutory and regulatory requirements,
- b) establishing a quality policy,
- c) ensuring that quality objectives are established,
- d) conducting management reviews,
- e) ensuring the availability of resources, and
- f) ensuring that performance management and management of business operations are put into place in order to ensure that customer service is the focal point of the whole organization, and ensure that new employees receive training on the business customer service model by participating in the induction programme.

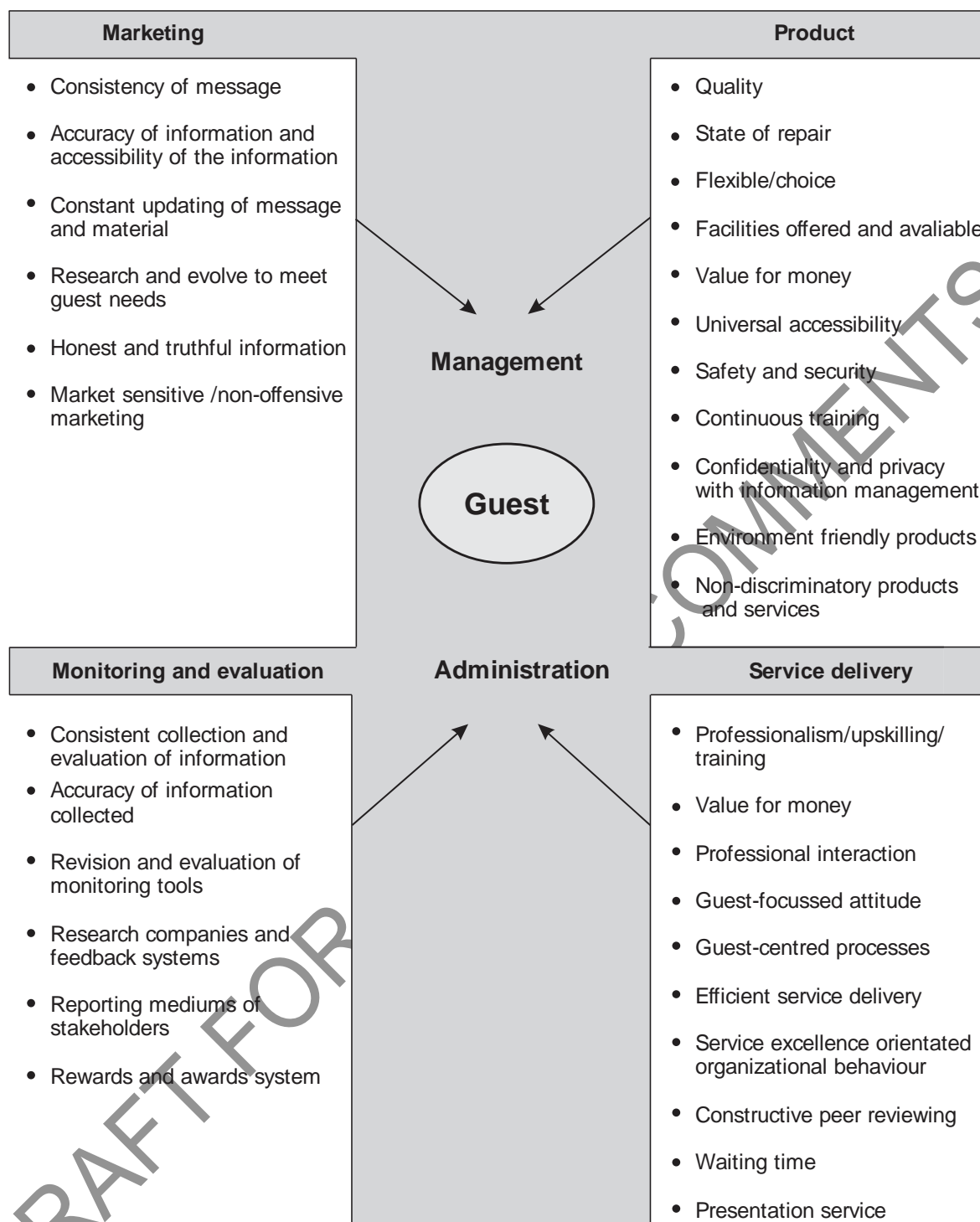
5.4 Key focus areas

Excellent service shall be provided if norms and standards are applied in the following focus areas:

- a) marketing;
- b) product development;
- c) service delivery;
- d) follow up; and
- e) service recovery.

5.5 Schematic presentation of the interrelatedness of the key focus areas

The interrelatedness of the key focus areas is indicated in figure 2.



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Figure 2 — Interrelatedness of key focus areas

5.6 Considerations regarding the key focus areas

The interrelatedness of the key focus areas is shown in figure 3.

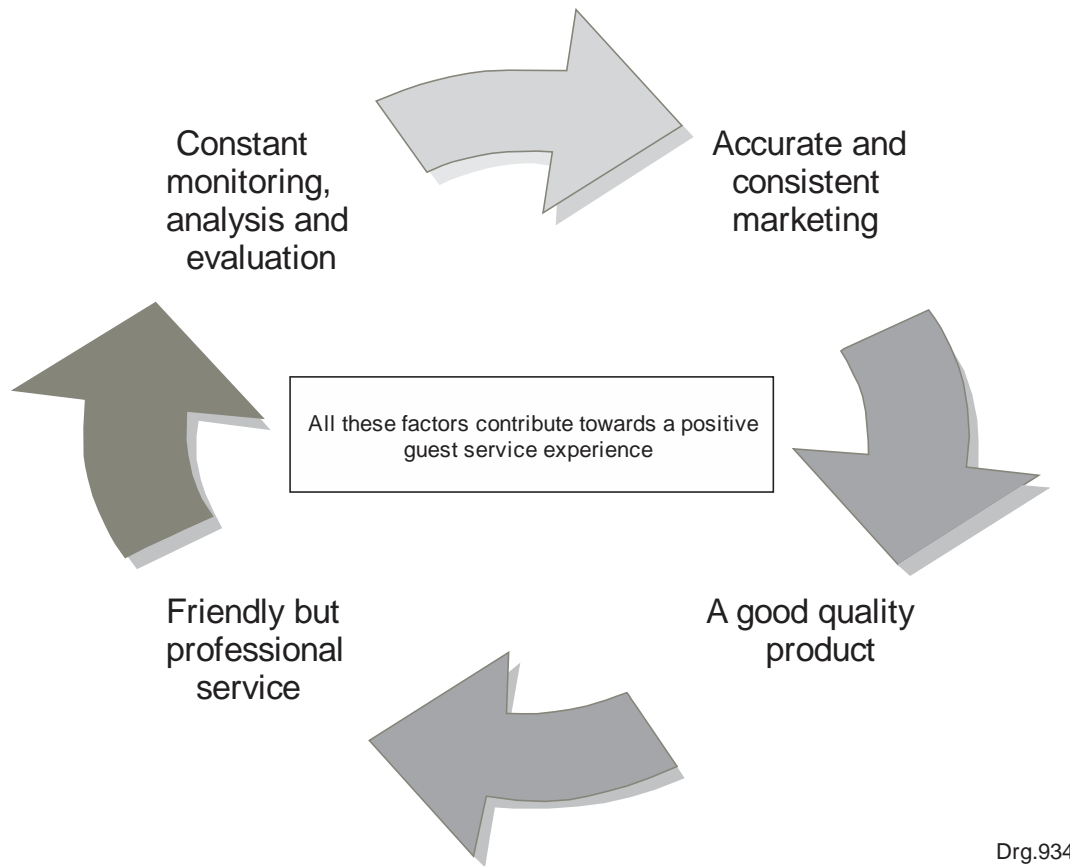


Figure 3 — Contributing factors towards a positive guest service experience

6. Tourism service excellence requirements

6.1 Marketing

6.1.1 The organization shall consider the accuracy of the information that is provided when marketing its products and shall pay attention to the following aspects:

a) Consistency of the message

The organization shall ensure that the messages that are conveyed through the various marketing media are in line with its obligations to its guests.

b) Accuracy and accessibility of information

The information shall also be presented in an accurate manner that is easily accessible to the guests.

c) Constant updating of the message and material

The organization shall ensure that the messages and materials that are published by the various media for marketing purposes are updated at regular intervals to ensure that they create realistic expectations of the product and service offering. A business in the tourist sector should update its marketing materials within one month after making changes to its product offering.

d) Research and evolve in order to meet the needs of guests

The organization shall ensure that it researches and refines its marketing strategies to meet the evolving needs and requirements of guests.

e) Honest and truthful information

The organization shall ensure that the messages in the various marketing media are honest, truthful and achievable.

f) Market sensitive versus inoffensive marketing

The organization shall ensure that the messages in the various media are inoffensive and do not infringe on the constitutional rights of others.

6.2 Products

The organization shall ensure that the product that is delivered matches the planning and specifications of the product that was marketed, especially in the following respects:

a) Quality

The organization shall ensure that the products it provides are of quality and match or exceed the needs of guests.

b) State of repair

The organization shall ensure that the products it provides match or exceed guests' expectations.

c) Flexibility versus choice

The organization shall ensure that guests have a choice of products and services that meet or exceed requirements.

d) Facilities

The organization shall ensure that sufficient facilities are available to meet or exceed the needs of guests while taking into account such constraints as the availability of resources.

e) Value for money

The organization shall ensure that guests are offered fair value for money and that they have a sense of having received value for money when they depart.

f) Universal accessibility

The organization shall ensure that guests have easy access to the facility and should provide alternative means of access.

g) Safety and security

The organization shall ensure that adequate safety and security measures are in place (see annex B).

h) Continual training

The organization shall ensure that all the staff is continually trained and skilled in product knowledge and the delivery and support services offered by the organization. Training shall be reviewed at regular intervals and shall involve all levels of staff.

i) Information management: Confidentiality and privacy

The organization shall ensure that the privacy of guests is respected and that mechanisms are put in place to ensure that the confidentiality of information provided by guests is guaranteed.

j) Environmentally friendly products

The organization shall ensure that it incorporates the requirements of Environmentally friendly products.

k) Non-discriminatory access to products and services

The organization shall ensure that non-discriminatory and inclusive access is offered to products and services.

l) Adherence to grading criteria

Graded establishments shall maintain and exceed the levels as stipulated in the grading criteria.

6.3 Service delivery

The organization shall ensure consistent delivery of service in line with the prescribed processes and outcomes in the following way, and ensure that it does not depend on individual staff members:

a) Professionalism/upskilling/training

The organization shall ensure that all staff members are continually trained and upskilled in a variety of service proficiencies, which will result in a quality service offering.

b) Value for money

The organization shall ensure that their guests are offered an adequate service that promotes a sense of having received value for money.

c) Professional interaction

The organization shall ensure that all interaction with the guests is conducted on a professional basis.

d) Guest-focused attitude

The organization shall ensure that, at all times, the focus and attention is on fulfilling the needs and requirements of the guests, all the while ensuring that this is done within the organization's capacity to deliver relevant products and services.

e) Guest-centred processes

The organization shall ensure that set systems and processes are in place which will result in the quality of service and will ensure consistency when dealing with guests.

f) Efficient service recovery

The organization shall implement systems and processes to receive and address complaints and queries to ensure the speedy resolution of complaints in line with set company standards.

g) Service excellence-orientated organizational behaviour

The organization shall adopt operational behaviour that focuses on delivering acceptable service and value to guests.

h) Constructive peer reviewing

The organization shall approach its peers in order to make arrangements for an independent evaluation of its services.

6.4 Monitoring, evaluation and continual improvement

The organization shall consistently monitor, evaluate and continually improve the level of product and service provision against the following criteria:

a) Consistent collection and evaluation of information

The organization shall ensure that the information collected and evaluated is consistent and meets the needs and expectations of the guests. The organization shall also ensure that service delivery is constantly monitored and analysed.

b) Accuracy of information

The organization shall ensure that the information collected and evaluated is accurate, thorough and in line with the relevant methods (see annex A).

c) Revision and evaluation of monitoring tools

The organization shall ensure that the monitoring and evaluation policies, procedures and processes are updated at regular intervals.

d) Feedback systems

The organization shall establish and implement guest feedback systems.

e) Reporting medium of stakeholders

The organization shall utilize the reporting media and processes as indicated in the tool that is provided (see annex A).

f) Rewards and awards system

The organization is encouraged to implement an internal rewards and awards system which promotes the development and growth of service excellence in the industry.

Annex A

(informative)

The development of an organizational code of conduct on tourism service excellence

A.1 Framework

A.1.1 Establishments

The code on Tourism Service Excellence shall be supported by an organizational framework for decision-making and by applied actions during the planning, design, development, implementation, maintenance and improvement of the code. This framework shall involve assessment of resources, provision and deployment to conduct interrelated activities to fulfil the objectives of the code. The framework shall provide for executive management commitment, assignment of appropriate responsibilities and authorities, and training programmes should be established throughout the organization.

A.1.2 Integration

The code framework shall be based upon the quality and other management systems of the organization and should be integrated with them where appropriate.

A.2 Planning, design and development

A.2.1 Determination of objectives

The organization shall determine the objectives that must be achieved by applying the code.

NOTE The objectives of the code shall be articulated in such a manner that it is possible to determine to what extent they have been fulfilled by using the performance indicators that were identified by the organization.

A.2.2 Gathering and assessment of information

Information shall be gathered and assessed concerning the following:

- a) the matters that the code deals with and its application to Tourism Service Excellence;
- b) how these matters arise;
- c) how these matters shall be dealt with;
- d) how and to what extent these matters affect activities that are not related to the code or the application of the principles of Tourism Service Excellence;
- e) how other organizations deal with the code and how they apply the principles of Tourism Service Excellence;
- f) resources and other implications of the use of the code; and
- g) statutory and regulatory requirements associated with the use of the code.

NOTE This information is intended to assist the organization in articulating the purposes of the code and in determining an appropriate approach to the development and assessment of a code. The code and the other activities of the organization should be aligned with the Tourism Service Excellence Initiative.

A.2.3 Feedback from interested parties

The organization shall obtain and assess feedback from the relevant interested parties (e.g. guests, suppliers, industry associations, consumer organizations, relevant government agencies, personnel and owners) concerning the content of the code and how it can be applied in order to promote tourism service excellence.

A.2.4 Preparation of the code

A.2.4.1 The organization shall prepare a code of practice that is based on the information it has gathered. The code shall be clear, concise, accurate and not misleading, and should be written in simple language. The code shall include:

- a) a scope and purpose that fits the profile of the organization and those of its guests,
- b) the obligation to its guests and any limitations to this commitment,
- c) definitions of key terms,
- d) an indication of how and to whom enquiries, complaints and compliments regarding the code should be directed, and
- e) a description of the action that will be taken if the commitments made in the code are not honoured.

A.2.4.2 The organization shall ensure that the code can be effectively implemented and that its provisions are not in violation of any statutory and regulatory requirements. Statutory and regulatory requirements concerning deceptive or misleading advertising and prohibitions against anti-competitive activities are of particular relevance. The organization shall also ensure that the provisions of the code take into account any other relevant codes and standards.

A.2.4.3 The organization shall consider testing the code to determine the need for adjustments.

A.2.5 Preparation of performance indicators

The organization shall prepare quantitative and qualitative performance indicators designed to assist it in understanding whether the code is successful in fulfilling its objectives.

NOTE Performance indicators associated with a code can include grading or ranking from customer satisfaction surveys, or statistics regarding complaints and their resolution.

A.2.6 Preparation of code procedures

A.2.6.1 The organization shall prepare procedures for the implementation, maintenance and improvement of the code, including procedures for dealing with enquiries, complaints and compliments. The organization shall identify obstacles to the effective use of the code and shall deal with them. Incentives shall be identified that will assist in the implementation, maintenance and improvement of the code.

A.2.6.2 Procedures shall be developed in accordance with the applicable statutory and regulatory requirements. They include the following:

- a) communicating the code to the guests;
- b) training relevant personnel on the code;
- c) resolving instances where the relevant commitments were not met;
- d) recording enquiries, complaints and compliments relating to the code;
- e) recording and evaluating the performance of the code;
- f) using and managing records; and

- g) disclosure of information regarding the implementation of the code.

A.2.7 Preparation of internal and external communication plans

The organization shall develop a plan to make the code of practice and its supporting information available to personnel and other parties who are involved in applying it. (An example of this is the use of a feedback form).

A.2.8 Resources

The organization shall determine what resources are needed in order to meet the commitments made in the code and to provide adequate remedies (e.g. customer compensation) in those instances where the requirements of the code were not met. Resources include personnel, training, procedures, documentation, specialist support, materials and equipment, facilities, computer hardware and software, and finances.

A.3 Implementation

A.3.1 The organization shall manage activities relating to the implementation of the code in a planned and timely manner.

A.3.2 The organization shall implement the following, at appropriate levels within the organization:

- a) Apply relevant procedures and internal and external communications plans.
- b) Provide appropriate remedies to customers.
- c) Take the necessary action to promptly deal with cases where the provisions of the code are not met. The relevant actions shall be initiated after a complaint relating to the code has been received or when it becomes clear that a requirement of the code was not met as a result of information that was gathered regarding performance to the code.

A.3.3 The organization shall record the following:

- a) the resources that were used in applying the code;
- b) the type of training and the instructions the personnel have received regarding the code;
- c) the application of the internal and external communications plans; and
- d) the handling of enquiries, complaints and compliments relating to the code, and the remedial actions that were taken by the organization.

A.4 Maintenance and improvement

A.4.1 Collection of information

The organization shall regularly and systematically collect information on the effective and efficient evaluation of performance in accordance with the code which should also include feedback that has been received and the records as described in clauses 2 and 3.

A.4.2 Evaluation of performance

A.4.2.1 The organization shall regularly and systematically evaluate its performance in accordance with the requirements of the code. The evaluation shall include the verification and analysis of the degree to which the overall objectives as stated in the code have been achieved and the extent to which commitments made in the code have been met.

A.4.2.2 Enquiries, complaints and compliments relating to the code or its use shall be classified and analyzed in order to identify systemic, recurring and single incidents, problems and trends, and to help to eliminate the underlying causes of complaints.

NOTE It is advisable that the organization takes steps in order to determine whether enquiries, complaints and compliments about products and processes that do not mention the code, are nonetheless related to its provisions. Such enquiries, complaints and compliments can reveal abuse of the provisions of the code.

A.4.2.3 To evaluate the impact of the code, information is needed on the situation before the code was implemented and from then on it shall be gathered at appropriate intervals. The information can be used to determine weaknesses in the design and implementation of the code, and also to demonstrate the results of using it and the progress that was made.

A.4.3 Customer satisfaction

Regular and systematic action shall be taken to determine customer satisfaction with regard to the code and its application. Actions may include random surveys of customers and other techniques.

A.4.4 Review

A.4.4.1 The organization shall review the code and the code framework on a regular and systematic basis in order to

- a) maintain their suitability, adequacy, effectiveness and efficiency,
- b) highlight instances where commitments were not honoured,
- c) assess the need and opportunities for improvement, and
- d) provide for appropriate decisions and actions.

A.4.4.2 The organization shall include the relevant information as regards the following aspects when conducting the review:

- a) changes to the code and the code framework;
- b) changes in legislation;
- c) changes in the practices of competitors, or technological innovations;
- d) changes in the expectations of society;
- e) meeting the commitments made in the code;

- f) the status of corrective and preventative actions;
- g) products offered;
- h) actions decided upon during previous reviews.

A.4.5 Continual improvement

A.4.5.1 The organization shall continually improve the code and the code framework in order to increase customer satisfaction, using means such as preventative and corrective actions, and innovative improvements.

The organization shall take action to eliminate the underlying causes of existing and potential problems which lead to complaints in order to prevent their recurrence.

NOTE An organization that implements a code developed by another organization should inform that organization of the problems it experiences.

A.4.5.2 The organization shall

- a) explore, identify and apply best practices in the structure, content and application of the code,
- b) promote a customer-focused approach in the organization,
- c) encourage innovation, and
- d) recognize examples of outstanding performance and practices relating to the code and its application.

Annex B

(informative)

Tourism service excellence: Safety and security

The key focus areas relating to the safety and security of guests are shown in table B.1.

Table B.1 — Tourism service excellence: safety and security

1	2	3
Concern	Key focus areas	Participants
Safety and security of guests	Awareness and capacity building Initiatives: safety tips road shows on awareness customer care at touch points erection of information boards at shopping centres and strategic points tourism safety initiative (TSI)	Lead: National Police (management and expedition of the reported case in accordance with applicable prescripts) Tourism Business Council in member state (management and implementation of TSI)
Safety and security of guests	Access: Toll-free number Visit to a local police station serving the area Consult the National Police website Reporting procedures: Methods: Verbal report Provide with information on the process to be followed Complete written statement utilizing appropriate forms from National Police Receive a case number Receive information on appropriate actions Recording: Statements to include all facts and to be signed All documents to be stamped accordingly Case to be recorded in the appropriate national police register Case number to be reflected in all documents and in registers as per National Police Service prescripts	Partners: National Department of Tourism Guidance in terms of service excellence principles and other strategic and policy matters) Department of Health Diagnosis, prognosis, medication and referral where necessary Department of Home Affairs Provide the necessary travel documents in case they were lost

Table B.1 (continued)

1	2	3
Concerns	Key focus areas	Participants
Safety and security of guests	<p>Referral:</p> <p>Refer to the relevant structures where necessary.</p> <p>Documentation:</p> <p>Referral to relevant structures where necessary ID document Passport Residential/physical address</p> <p>Timeline</p> <p>Procedure to take approximately 15 minutes depending on the complexity of the case</p> <p>Follow ups:</p> <p>Progress report or a weekly/ fortnightly/ monthly update depending on the level of complexity of the case.</p> <p>Information to be provided on the outcomes</p> <p>Progress report or an update to be provided weekly/fortnightly/monthly depending on the level of complexity of the case.</p> <p>Information to be provided on the outcome of the case.</p> <p>Closure</p> <p>File to be officially closed after the matter has been finalized</p>	

Annex C

(informative)

Tourism and hospitality sub-sectors

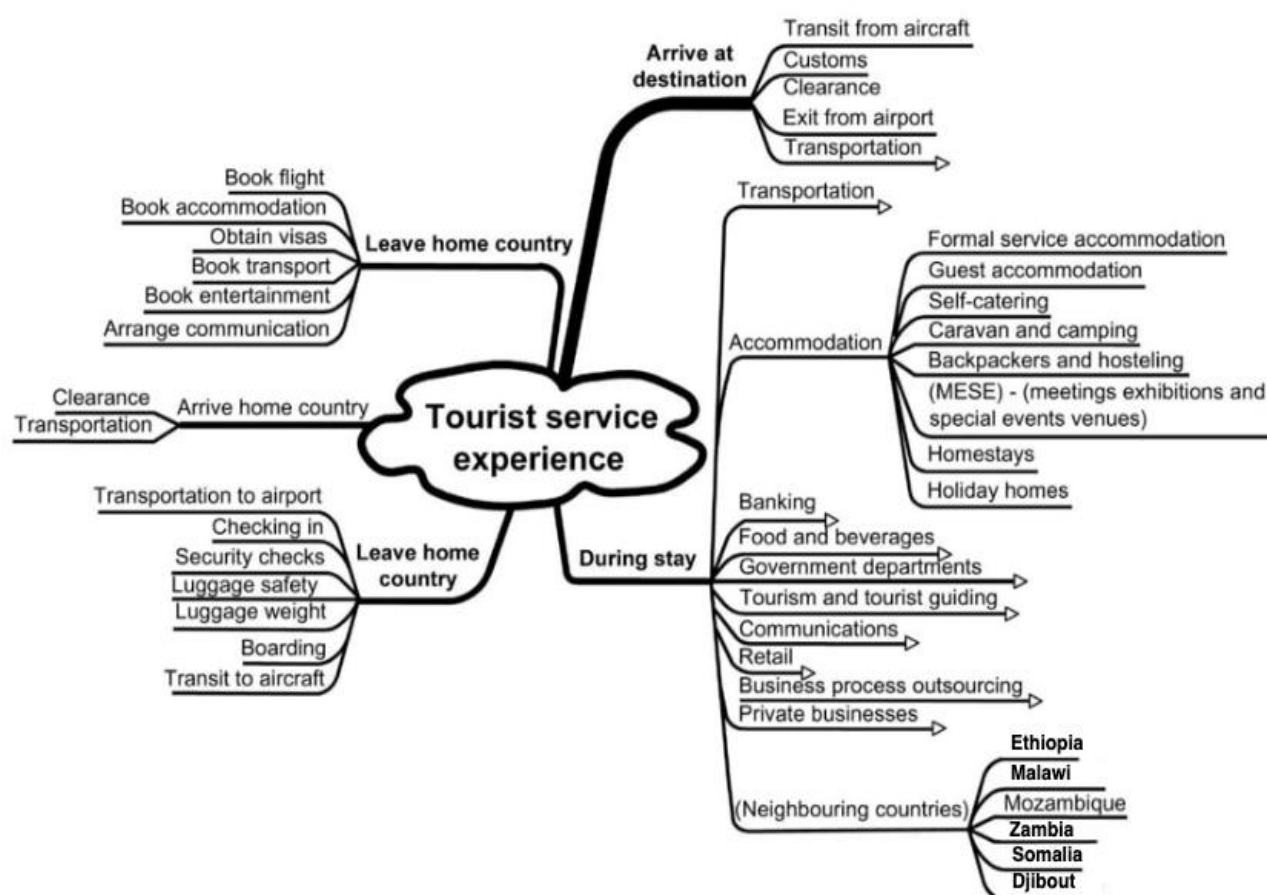
The tourism and hospitality sub-sectors may include:

- a)** accommodation (hotels, motels, guesthouses, lodges, campsites, hostels, home stay and apartments)
- b)** adventure recreational (Hiking and camping, Hunting and fishing, Rock Climbing, Sailing, Biking etc.)
- c)** direct retailers to tourists (of curios, artefacts, tourist clothing, gear and equipment etc.)
- d)** event and conferences
- e)** food and beverages (restaurants, fast food sales, cafes, coffee /tea specialty shops etc.),
- f)** site and attractions (game, nature & leisure parks, theatres, museums, galleries, monuments etc.)
- g)** transport (airline, vehicles, bus/coach operators etc.)
- h)** travel services (travel agents, tour operators, airline/airport workers, event management agencies, taxicab associations, etc.)

Annex D

(informative)

Service cycle points



DRAFT FOR PUBLIC COMMENTS