

# STRATEGIC PLAN AND ANNUAL PERFORMANCE PLAN

2010/11– 2014/15  
**2012/13 Review**



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



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## LIST OF ACRONYMS

<b>BBBEE:</b>	Broad Based Black Economic Empowerment	<b>NTCE:</b>	National Tourism Careers Expo
<b>BEE:</b>	Black Economic Empowerment	<b>NTIG:</b>	National Tourism Information Gateways
<b>BRICS:</b>	Brazil, Russia, India, China and South Africa	<b>NTSS:</b>	National Tourism Sector Strategy
<b>CATHSETHA:</b>	Culture Arts, Tourism, Hospitality and Sport Sector Education and Training Authority	<b>NVIF:</b>	National Visitors Information Framework
<b>DHA:</b>	Department of Home Affairs	<b>NYDA:</b>	National Youth Development Agency
<b>EE:</b>	Employment Equity	<b>PFMA:</b>	Public Finance Management Act
<b>EHW:</b>	Employee Health Wellness	<b>PGDS:</b>	Provincial Growth and Development Strategy
<b>EPWP:</b>	Expanded Public Work Programmes	<b>PMDS:</b>	Performance Management Development System
<b>ESE:</b>	Economic Sector and Employment	<b>PPI:</b>	Programme Performance Indicator
<b>FOSAD:</b>	Forum of South African Director Generals	<b>PPPs:</b>	Public-Private Partnerships
<b>FTE:</b>	Full-time Equivalent	<b>PPP:</b>	Preferential Procurement Policy
<b>GDP:</b>	Gross Domestic Product	<b>PPPFA:</b>	Preferential Procurement Policy Framework Act
<b>GHG:</b>	Green House Gas	<b>RETOSA</b>	Regional Tourism Organisation of Southern Africa
<b>GITOC:</b>	Government Information Technology Officers Council	<b>RSA:</b>	Republic of South Africa
<b>GWEA:</b>	Government Wide Enterprise Architecture	<b>SA:</b>	South Africa
<b>HDE:</b>	Historical Disadvantaged Enterprises	<b>SABS:</b>	South African Bureau of Standards
<b>HYI:</b>	Hospitality Youth Initiative	<b>SADC:</b>	Southern African Development Community
<b>ICT:</b>	Information Communication Technology	<b>SANAS:</b>	South African National Standard
<b>ICTS:</b>	International Corporation Trade and Security	<b>SANMSRT:</b>	South African National Minimum Standards for Responsible Tourism
<b>IDP:</b>	Integrated Development Plan	<b>SAT:</b>	South African Tourism
<b>IFMS:</b>	Integrated Financial Management System	<b>SDIP:</b>	Service Delivery Improvement Plan
<b>IPAP:</b>	Industrial Policy Action Plan	<b>SITA:</b>	State Information Technology Agency
<b>IT:</b>	Information Technology	<b>SMME:</b>	Small, Medium and Micro Enterprises
<b>ITSP:</b>	Information Technology Strategic Plan	<b>SRI:</b>	Social Responsibility Initiatives
<b>KM:</b>	Knowledge Management	<b>TEP:</b>	Tourism Enterprise Partnership
<b>KMF:</b>	Knowledge Management Framework	<b>TFCA:</b>	Transfrontier Conservation Areas
<b>M&amp;E:</b>	Monitoring and Evaluation	<b>TGCSA:</b>	Tourism Grading Council of South Africa
<b>MINMEC:</b>	Ministers and Members of Executive Council	<b>TKP:</b>	Tourism Knowledge Portal
<b>MISS:</b>	Minimum Information Security Standards	<b>TOR:</b>	Terms of Reference
<b>MOA:</b>	Memorandum of Agreement	<b>TS:</b>	Tourism Safety
<b>MOU:</b>	Memorandum of Understanding	<b>UA:</b>	Universal Access
<b>MTSF:</b>	Medium Term Strategic Framework	<b>VIC:</b>	Visitor Information Centres
<b>NDT:</b>	National Department of Tourism	<b>VPN:</b>	Virtual Private Network
<b>NGP:</b>	New Growth Path	<b>WSP:</b>	Work Skills Plan
<b>NMSRT:</b>	National Minimum Standards for Responsible Tourism		



Tourism is poised to play a greater role than ever before, both on the global stage and in the lives of South Africans. However, tourism is about much more than the policies, statistics and objectives that we often talk about. It is about people. Being a labour-intensive sector with a supply chain that cascades deep into our national economy and across all communities, tourism is positioned as a priority sector

in government's planning and policy frameworks.

In 2011, the tourism sector worldwide supported 258 million direct, indirect and induced employment opportunities, just under 9% of the global workforce. Of these, 100 million were direct jobs, which means that every single employment opportunity in the direct tourism economy supports another 1,6 indirect jobs.

During the 2008/9 global economic downturn, tourism also played a critical anti-cyclical role in support of our national economy, and contributed significantly to our gross domestic product (GDP), foreign exchange earnings and poverty reduction. In South Africa, as in the rest of the world, tourism remains one of the fastest-growing economic sectors, with huge potential for future job creation and social inclusion, in particular with regard to women and young people.

The tourism sector's success story of the past decade can easily lead to complacency. However, we understand that markets are continuously shifting and consumer preferences

evolving. That is why we rely heavily on the best available market research and information about emerging demand patterns. The new opportunities on our continent and in emerging markets are well understood, as is the need to consolidate and work even harder for every inch of market share in our traditional markets.

The backbone of any tourism industry is its domestic market. With domestic tourism contributing over 70% of our country's tourism volume as well as sustaining and creating much-needed jobs, building the domestic tourism market is a priority. Domestic tourism growth will not only assist us to hedge against global economic instability, but we believe there are huge socio-economic and experiential benefits to be unlocked for domestic tourists and hosting communities alike. We will work with the tourism industry to encourage our fellow South Africans to enjoy the magnificent variety and authenticity that our destination has to offer.

At the same time, we understand the importance of diversifying and developing the supply side, working closely with our private-sector partners. On the one hand, we should grow tourism receipts by increasing tourist arrivals, and, on the other, we should work harder than ever to increase expenditure per visitor through innovative product development, excellent service and focused destination marketing.

Tourism will continue to address issues raised by the President in his State of the Nation addresses in 2011 and 2012 respectively. To ensure the achievement of the sector's targets, the Department will work harder than ever to implement the National Tourism Sector Strategy (NTSS). This, however, is not an end in itself. What is important is to

translate increasing arrivals into broader economic benefits for our people. Working with other government institutions and relevant stakeholders, we will also play a more active role in addressing travel barriers, including visa processing, airlift, enabling infrastructure and the development of cultural industries. A critical area for sustainable growth and global competitiveness of the sector is the development and improvement of public and private tourism infrastructure.

In recognition of the importance of coordination in a value chain that relies on a wide range of role players, the Department has established enhanced working relationships with various partners. By working together, our efforts will support the realisation of the New Growth Path (NGP) and NTSS targets.

In conclusion, South Africa's natural environment and cultural diversity are among its greatest resources. Therefore, the tourism industry will be actively involved in conserving and protecting these sources of competitive advantage. To be able to respond to climate change and decarbonise our value chain, we will also forge much stronger cross-industry and public-private partnerships (PPP). By doing so, the tourism sector will help to facilitate shared green growth in the wider economy.

**MR MARTHINUS VAN SCHALKWYK, MP**  
MINISTER OF TOURISM  
Date: 07 March 2012



The tourism sector provides good opportunities for many people both rich and poor, opportunities for investment in infrastructure, skills development, jobs, ownership and contribution to the GDP to mention a few. It is the principal source of income for many developing countries like Brazil and India where tourism contributed a total of 5,9 and 6,2% respectively, while in South Africa in the year 2009 tourism has contributed 8,7% to the GDP. The tourism sector is instrumental in creating much-needed jobs and developing skills for young South Africans, with 2009 recording about 575 000 direct and 825 000 indirect jobs.

South Africa is endowed with natural resources which, if properly utilised, can benefit the country. Critical is how we derive benefit, and in the process preserve, the natural beauty and the biodiversity for the future generations.

Our NTSS approved by Cabinet seeks to position South Africa as one of the top 20 tourism destinations of the world, bringing in about 15 million tourists by 2020, creating 225 000 jobs and contributing R499 billion to the GDP. As part of implementing the strategy we identified what levers would make it realisable. These include sustaining some of our traditional markets, identifying new markets, strengthening regional integration, indentifying several new niche markets, and recognising that skills development is an anchor to allow the vast majority of our unemployed youth entry into the industry.

## INTEGRATED TOURISM PLANNING

Government is committed to working towards ensuring that tourism becomes rooted at local government levels to promote ownership by local communities, with a particular emphasis on community development and job creation. Through the NTSS we seek to provide for capacity development at local government level. The NDT will work with provinces and municipalities to ensure integration of tourism priorities in the Provincial Growth and Development Strategies (PGDS) and Integrated Development Plans (IDPs). The Department also has a programme to support provincial and local government tourism growth and development.

### Rural Tourism

We have identified several niche markets in order to grow tourism in South Africa. These include rural tourism, heritage and culture, township tourism and Avi tourism. One of the major priorities for the current term of government is the development of our rural areas. Government sees this as an opportunity to diversify the country's product base and focus on the country's natural assets in rural areas. Rural areas, particularly those in South Africa, offer a unique experience. It is also our view that tourism development can serve as a catalyst for infrastructure development in rural areas.

It is also a fact that the majority of poor South Africans live in these areas and most of them are women who often are breadwinners in their respective households. The lives in

these households must change for the better. The NDT is in the process of finalising the rural tourism strategy. The strategy has been developed through a consultation process with all stakeholders from the nine provinces.

### Township Tourism

Township tourism in South Africa has grown hugely in popularity since South Africa's first democratic elections in 1994. As part of our culture and heritage niche development, government plans to raise its profile through development of township tourism to create unique visitor experiences. Township tourism and local economic development has the potential to play a developmental role in South Africa's economy. One of the biggest deterrents is the perception that the townships are unsafe. We will work with all relevant stakeholders to change this perception.

## SECTOR TRANSFORMATION

Transformation is vital to ensure the sustainable growth and development of the tourism industry. The department envisages an increase in tourism companies with Broad-based Black Economic Empowerment (BBBEE) ratings,



thus improving the number of companies reaching the tourism charter targets. The NDT will continue to promote industry transformation as well as the participation and growth of small, medium and micro enterprises (SMMEs).

The gazetting of the Tourism Sector Charter in May 2009 by the Minister of Trade and Industry further provides us with the tools to promote transformation and compliance by the private sector. The NDT will support the Tourism Charter Council to implement the Tourism BEE Charter and Scorecard.

Our objective is to ensure that the benefits of tourism are equitably shared amongst the people of South Africa. Initiatives are planned for empowerment of youth, women and people with disabilities through enterprise, entrepreneurship and people development. We will work with other government institutions to continue providing support to SMMEs and we are committed to the government campaign to pay SMMEs on time, within 30 days, to ensure their sustainability.

Tourism has been positioned as one of the key economic drivers to help reduce unemployment and poverty. We are committed to ensure that our programmes are geared towards the enhancement of youth development. Job creation is of particular importance to our youth, and I am proud that the NDT is playing an active role in the career development of the youth.

The NGP also expects the tourism sector to create 225 000 jobs and these initiatives will play a critical role in this regard through supporting the provisioning of skills required by the sector. We need young people to understand that skills are the only way they will be competitive in a difficult job market, and that these skills will enable them to create successful tourism enterprises. If tourism was to meet its goal of contributing R499 billion towards the national GDP then a major effort is needed from all sectors to address the critical skills shortage in the industry.

The NDT will infuse youth and women empowerment in all its programmes. We will work with relevant state organisations like the National Youth Development Agency (NYDA) and the private sector, to mainstream youth and women empowerment in the tourism sector, with specific focus on the promotion of women and youth enterprises and cooperatives.

### SKILLS DEVELOPMENT

Tourism, as a labour-intensive industry with a high level of competition globally, needs a competitive skills base. To increase competitiveness of the tourism sector in South Africa, the NDT has a programme for skills and capacity development. One of the most important competitive factors in the tourism sector is the availability of a skilled and capacitated workforce with a passion for service excellence.

Awareness of Destination South Africa and feedback from visitors clearly indicate that South Africa will continue to attract more people to this country and we should therefore have relevant skills to meet the demands and needs of our visitors. The NDT will continue to implement its programmes that contribute to skills development and job creation including the National Youth Chefs Training Programme, National Tourism Careers Expo (NTCE), and Hospitality Youth Initiative (HYI) to name a few.

All these initiatives have been successful in addressing job creation, which is one of the government priorities on the issues of scarce skills, as well as a partnership with the industry. We further call upon more industry players to open their doors for opportunities for our young people to get experience and exposure, essential for future employment.

Although tourism in South Africa is the second largest, and one of the fastest growing sectors, the sector also faces a number of challenges when it comes to skills and young people entering the sector after school or tertiary education. These challenges include: lack of industry knowledge and respect; poor perception of the industry (few benefits, menial jobs); less attention as a subject in schools and tertiary institutions and lack of effective facilities and tourism training for teachers. The centres of focus for the NDT are working with the stakeholders, both private and public sector.

## PUBLIC EDUCATION AND AWARENESS

One of the distinct characters of this government is that it knows where the people are and understands and responds to their needs in an appropriate manner. In this regard the NDT will ensure that we are always in direct contact with the people. We will continue with our work to ensure that the people of South Africa are informed of the opportunities in the tourism sector through dedicated developmental communication initiatives including, amongst others, public education, awareness and community outreach with increased foot print in the rural areas.

## SADC

Regional coordination will continue high on our agenda and we will continue to pursue opportunities to further promote regional integration in the field of tourism through the Regional Tourism Organisation of Southern Africa (RETOSA). In the RETOSA Ministers Council we instructed the Secretariat to develop integrated projects cutting across borders so that we can market them to the world in order to bring investments in these areas. The arrivals from Africa continue to be the main source market for South Africa accounting for about 74% of total visitors.

The African market is one of the key markets to sustain regional tourism development. To increase regional awareness of Destination South Africa, South African Tourism (SAT) is working towards setting up five marketing offices in key African markets by 2020, and will push for the implementation of more regional tourism programmes, such as Transfrontier Conservation Areas (TFCAs).



**MS TOKOZILE XASA, MP**  
DEPUTY MINISTER OF TOURISM  
Date: 07 March 2012





The core mandate of the NDT is to create conditions for the sustainable growth and development of tourism in South Africa. The Tourism Act, 1993 (Act No 72 of 1993) as amended, makes provision for the promotion of tourism to, and in, the Republic of South African (RSA), and for the further regulation and rationalisation of the tourism industry. These include measures aimed at

enhancing and maintaining the standards of facilities and services utilised by tourists, and the coordination and rationalisation of the activities of those who are active in the tourism industry.

The White Paper on the Development and Promotion of Tourism in South Africa (1996) provides a framework and guidelines for the development and promotion of the tourism sector as a national political priority, in a sustainable and acceptable manner, so as to maximise the contribution that tourism can make in improving the quality of life of all South Africans.

During this planning cycle the NDT reviewed its organisational structure, vision, mission and values to ensure that the department is organised in a manner that enables it to deliver on the government mandate. Our vision is for the NDT to be a catalyst for tourism growth and

development in South Africa. We will achieve our vision through innovation, strategic partnerships and collaboration, providing information and knowledge management services and strengthening institutional capacity. The strategy review process also recognised that for the NTSS targets to be met, the NDT must focus on supporting the growth of both domestic and international markets. Our new departmental structure responds to this.

## POLICY AND KNOWLEDGE SERVICES

As a department we want to see an improved impact of tourism on the livelihood of all South Africans. To contribute to this goal the NDT will monitor and evaluate the implementation of tourism programmes, tourism strategies and policies to inform decision-making. In this regard the NDT will publish State of Tourism Reports, impact evaluation reports for the tourism sector and NDT initiatives, annual NTSS implementation reports, and develop tourism forecasting models and oversight reports on departmental entities and their partners. The NDT will also provide progress reports on tourism indicators for government outcomes.

To ensure success of the tourism sector, integration of tourism priorities within other sector departments and provincial and local government is an important goal. To achieve this goal the NDT will work to create an environment that enables and improves intergovernmental coordination through the provision of support to provincial and local government on policy direction and programmes. The focus will be on the review and development of tourism-related

policies, strategies and frameworks, development and implementation of the framework for the alignment and integration of NTSS at provincial and local government level, implementation of the tourism capacity-building programme targeting municipalities, facilitation of initiatives aimed at the reduction of barriers to tourism growth, and the implementation of initiatives and platforms aimed at improving stakeholder engagement within the tourism industry.

Improved tourism sector research, information and knowledge management is an important element in our endeavour to increase tourism's contribution to GDP growth and job creation. The provision of adequate Tourism Sector Knowledge and Information Services will be enhanced focusing on the development and maintenance of information and knowledge systems and services; implementation of the National Visitors Information Framework (NVIF); ensuring that National Tourism Information Gateways (NTIGs) are operational; implementation of a standardised Knowledge Management Framework (KMF) for the tourism sector; development and maintenance of a national events calendar platform; conducting research studies; conducting baseline studies on tourism indicators identified in the NTSS; and the development and implementation of a standardised research framework for the tourism sector.

Sector transformation remains part of the agenda to increase tourism contribution to inclusive economic participation. To contribute to this goal, the NDT will focus on increasing compliance with the gazetted tourism charter through the

promotion of the implementation of the charter; alignment of the Preferential Procurement Policy Framework Act (PPPFA) and Broad-based Black Economic Empowerment (BBBEE) and verification of compliance by tourism-accredited agencies. During the medium-term expenditure framework (MTEF) the NDT will focus on the development and implementation of a system for monitoring compliance with Black Economic Empowerment (BEE) ratings by tourism enterprises, produce integrated reports on public sector spend on empowered tourism goods and services, reports on the extent of empowerment from public-private partnerships (PPPs), concessions, and assets disposal by state entities in tourism, reports on the state of tourism sector transformation, promotion of the utilisation of the self assessment tool by tourism enterprises, and promotion of enterprises verification through the tourism accredited verification agencies.

To improve levels of competitiveness and sustainability in the tourism industry, responsible tourism best practice remains an important element of our strategy. This will be promoted through the provision of a framework for the implementation of responsible tourism and effective tourism response to climate change. Part of this programme will include the roll-out of tourism incentives to encourage development and implementation of the toolkit for Certification Agencies and tourism businesses. Attention will also be given to the development and implementation of the National Responsible Tourism Strategy (NMSRT), the National Tourism Response Programme for Climate Change - a community participation programme covering capacity building and community beneficiation, and the Tourism Universal Accessibility Action Plan.

## INTERNATIONAL TOURISM

International Tourism is a new focus area for the NDT following a review of the delivery strategy of the department. This is aimed at streamlining our marketing efforts to ensure an increase in the number of foreign tourist arrivals. To achieve this, the NDT will work to strengthen regional and international collaboration and partnership through bilateral and multilateral engagements. This area of work will involve development and supporting South Africa's tourism potential throughout the various regions of the world. To be able to achieve our objectives, we divided the world into regions (i.e. Americas and Caribbean, Europe, Africa and the Middle East, Asia and Australasia).

The NDT plans to grow the contribution of the tourism sector through analysis of international markets, implementation of relevant strategic interventions, and development of country/region-specific profiles on tourism-related indicators and response plans. In the medium-term the NDT will focus on the development and updating of country tourism profiles, regional tourism profiles, the development and implementation of a market intervention toolkit, the introduction of strategic interventions for selected tourism markets, and the activation of South African missions abroad for tourism mainstreaming.

We will utilise bilateral and multilateral engagements to advance tourism's national, regional, African and global agenda, through effective negotiations and facilitation of the implementation of international agreements, and participation in multilateral forums. In this respect, the NDT will focus on successfully negotiating effective international

agreements on tourism, the implementation of existing international agreements and supporting strategic national priorities through international (bilateral and or multilateral) engagements.

## DOMESTIC TOURISM

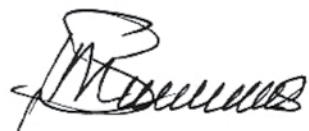
As part of the NDTs contribution to government's mandate to grow the economy and create jobs, the NDT will be focusing on promoting and supporting the development and growth of local tourism throughout South Africa. To effectively deliver on our plans we divided the country into two regions (i.e. Southern and Northern). Our focus will be on research for development, updating provincial and regional tourism profiles, development and facilitation of tourism support packages informed by relevant strategies (i.e. rural, heritage, etc) with a specific focus on product support, the implementation of the rural tourism strategy, and supporting national tourism programmes (i.e. skills-development, responsible tourism, quality assurance, etc) in the region.

The NDT will facilitate the implementation of national tourism imperatives through the implementation of programmes that are responsive to national development socio-economic policies. In this respect the NDT will focus on tourism products supported through the social responsibility funding (the Expanded Public Works Programme, EPWP), implementation of the Rural Tourism Strategy recommendations, and supporting national programmes (i.e. skills development, quality assurance, etc). The NDT will also provide support to small, micro and medium enterprises (SMMEs) for economic development and job creation through the provision of funds for the Tourism

Enterprise Partnership (TEP) and monitor its performance. In the medium term the NDT will focus on supporting rural enterprises; historically disadvantaged enterprises (HDE); and the training of enterprises on tourism opportunities and competitiveness.

The NDT will continue with the implementation of the Social Responsibility Implementation programme by facilitating the development of tourism infrastructure projects under the EPWP through the use of labour-intensive methods targeting the unemployed, youth, women, the disabled, and SMMEs. Finally, the NDT will create employment opportunities through the implementation of labour-intensive tourism projects targeting the unemployed, youth, women, and people with disabilities: 16 949 full-time equivalent (FTE) jobs will be created through the implementation of the EPWP by 2014/15.

The NDT will implement this strategy with a resolute intention to increase tourism's contribution to job creation and South Africa's GDP.



AMBASSADOR, LM MAKHUBELA  
DIRECTOR-GENERAL  
Date: 07 March 2012

### OFFICIAL SIGN-OFF

It is hereby certified that the Strategic Plan and the Annual Performance Plan:

Were developed by the management of the National Department of Tourism under the guidance of the Minister of Tourism.

The Annual Performance Plan was prepared in line with the current Strategic Plan of the National Department of Tourism.

The Strategic Plan accurately reflects strategic outcome-oriented goals and objectives which the National Department of Tourism will endeavour to achieve over the period 2010/11 – 2014/15.

The Annual Performance Plan accurately reflects the performance targets which the National Department of Tourism will endeavour to achieve given the resources made available in the budget for the 2012/13 financial year.



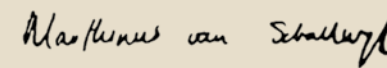
Ralph Ackermann  
Chief Financial Officer



Ambassador, LM Makhubela  
Accounting Officer



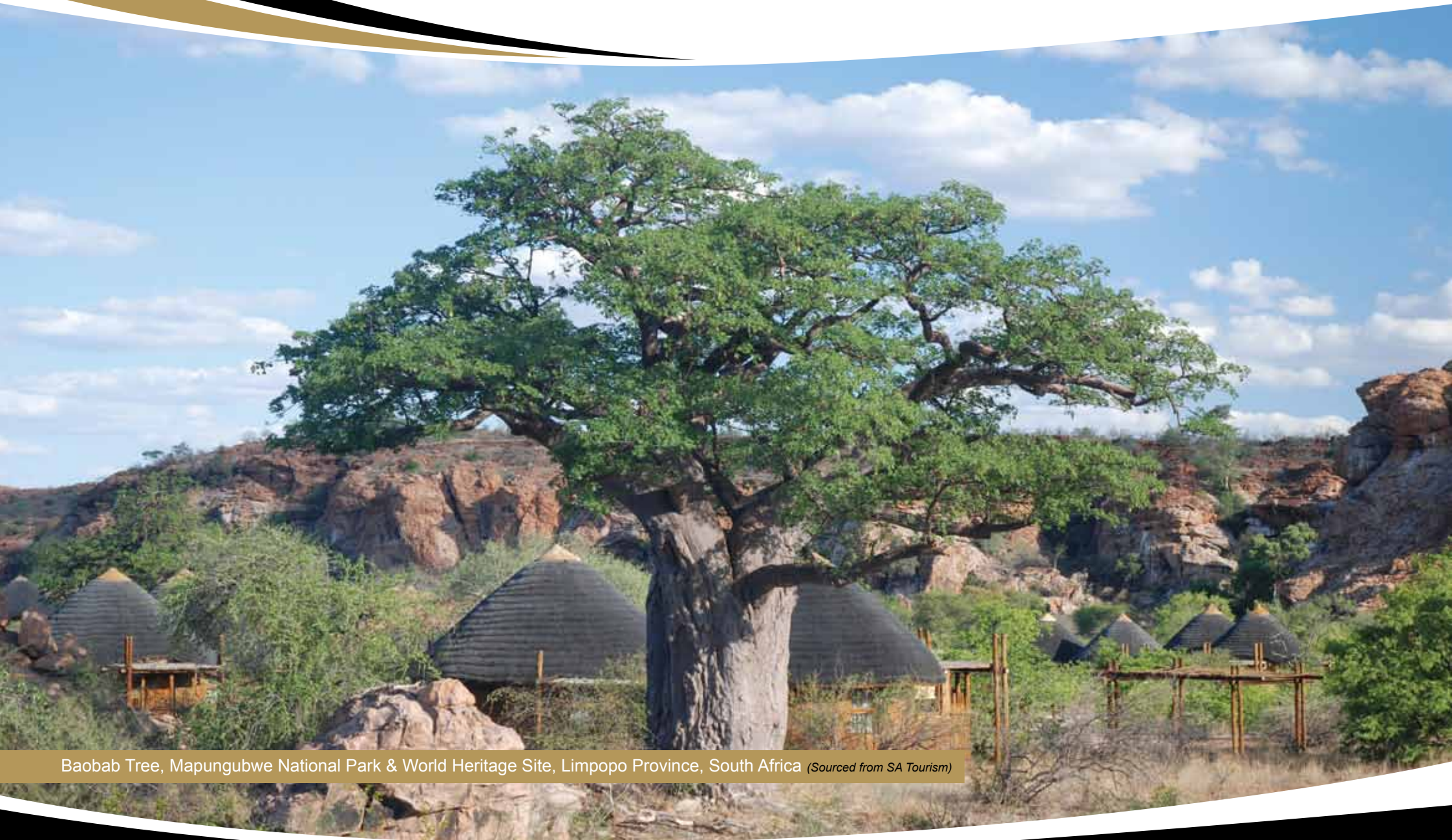
Dirk van Schalkwyk  
Chief Operating Officer



Approved by:  
**Mr. Marthinus van Schalkwyk, MP**  
Executive Authority



# SECTION 1: STRATEGIC PLAN



Baobab Tree, Mapungubwe National Park & World Heritage Site, Limpopo Province, South Africa *(Sourced from SA Tourism)*

## PART A: STRATEGIC OVERVIEW

### 1. VISION

A catalyst for tourism growth and development in South Africa.

### 2. MISSION

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

- innovation
- strategic partnerships and collaboration
- providing information and knowledge management service
- strengthening institutional capacity

### 3. VALUES

#### 3.1 Performance Values and Descriptions

- **Innovative:** leveraging of resources and partnerships to optimise delivery to our stakeholders; and responsive to change.
- **Ethical – Good Corporate Governance:** encapsulates principles of integrity, transparency and accountability.
- **Customer Focus:** provide services and solutions in a manner that is efficient and which are effective and responsive.

#### 3.2 People's Values and Descriptions

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

### 4. LEGISLATIVE AND OTHER MANDATES

#### 4.1. Constitutional Mandates

Part A of Schedule 4 of the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national and provincial legislative competence.

Chapter 10 of the Constitution provides the framework governing Public Administration. In this regard section 195(1) states that Public Administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources

- must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human resource management and career development practices to maximise human potential must be cultivated.

Public Administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

#### 4.2 Legislative Mandates

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



#### 4.3 Policy Mandates

- The White Paper on the Development and Promotion of Tourism in South Africa, 1996 provides framework and guidelines for tourism development and promotion in South Africa.
- National Tourism Sector Strategy (NTSS).

#### 4.4 Relevant Court Rulings

Not applicable.

#### 4.5 Planned Policy Initiatives

**Table 1: Departmental Planned Policy Initiatives per Programme:**

No.	Programme	Planned Initiatives
1	<b>Administration: Chief Operations Officer</b>	<ul style="list-style-type: none"> <li>• Tourism Draft Bill, 2011.</li> <li>• Enterprise Architecture Framework for National Department of Tourism to be substituted by Information Technology Strategic Plan (ITSP).</li> </ul>
2	<b>Policy and Knowledge Services.</b>	<ul style="list-style-type: none"> <li>• Domestic Tourism Strategy.</li> <li>• Crisis Management Framework.</li> <li>• National Visitor Information Framework (Only VIC Brand).</li> <li>• Framework for Local Government Tourism Capacity Development and Promotion Support.</li> <li>• Framework for National Tourism Information Gateways.</li> <li>• Framework for Registration of Tourism Business.</li> <li>• Sector Budget Structure.</li> <li>• National Responsible Tourism Strategy.</li> <li>• Framework for Community Participation.</li> <li>• Research and Knowledge Management Framework.</li> </ul>
3	<b>International Tourism</b>	<ul style="list-style-type: none"> <li>• Tourism International Strategy.</li> </ul>
4	<b>Domestic Tourism</b>	<ul style="list-style-type: none"> <li>• Rural Tourism Strategy.</li> <li>• Heritage Tourism Strategy.</li> <li>• Product Development Master Plan.</li> <li>• Niche Tourism Framework and Related Strategies.</li> <li>• Events Strategy.</li> <li>• Tourism Human Resource Development (HRD) Strategy.</li> <li>• Tourism Service Excellence Strategy.</li> </ul>

## 5 SITUATIONAL ANALYSIS

### 5.1 Performance Environment

A dedicated NDT was created after the general elections in May 2009 to provide for undivided attention to enable the tourism sector to make a considerable contribution to boost the country's economic growth. The core mandate of the NDT is to create conditions for sustainable tourism growth and development for South Africa. The Tourism Act, 1993 (Act 72 of 1993) as amended, makes provision for the promotion of tourism to and within South Africa, and for further rationalisation of the tourism industry. The White Paper on the Development and Promotion of Tourism in South Africa (Tourism White Paper of 1996) provides a framework and guidelines for the development and promotion of tourism in South Africa with the vision to develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it can contribute significantly to the improvement of the quality of life of every South African.

Tourism as a labour-intensive industry has a potential and capacity to grow the economy and to create jobs. This puts tourism as an important sector in the delivery of the government mandate on creation of decent work, sustainable livelihood and rural development. The Industrial Policy Action Plan (IPAP) identifies tourism as an important

driver of both domestic consumer spending and foreign exchange earnings, underpinned by a sustainable resource base, labour-intensive activities and relatively low barriers to entry for entrepreneurs. The NDT's efforts will be geared towards creating a conducive environment for the tourism sector to increase its direct contribution to the GDP and increase the number of jobs supported directly by the sector.

To accurately measure the success of our marketing initiatives, the NDT intends in future to use tourist arrival figures as opposed to measuring foreign arrivals. Once a trend has been established on tourist arrivals, the NDT can use that historical information to better set predictive targets for tourist arrivals. The tourism sector's drive to increase arrivals and create jobs will occur in an environment where many of our markets are still recovering from the effects of the recent economic downturn.

Strategies for the development of niche tourism products are important elements of the comprehensive plan to position tourism as one of the six key sectors of economic growth in South Africa.

Tourism has been identified in the outcome approach to service delivery as one of the sectors in which growth and employment opportunities could be leveraged. It is expected to contribute to the realisation of Outcome 4: "Decent Employment through Inclusive Economic Growth",

and Outcome 7: "Vibrant, equitable and sustainable rural communities and food security for all". This provides an opportunity for better coordination with all our delivery partners for a concerted effort towards achievement of the tourism objectives. The NTSS recently approved by Cabinet is a commitment by all role players, to: focus on growing the tourism sector's absolute contribution to the GDP; achieve transformation within the tourism sector; provide excellent people development and decent work within the tourism sector; entrench a culture of travel amongst South Africans; deliver a world-class visitor experience; and address the issue of geographic, seasonal and rural spread.

Planning for the future of the tourism sector requires a broad and deep understanding of the sector's environment, which includes both internal and external forces. The purpose of the scan is to understand the changing environment in which we operate and identify issues that need to be addressed in the short, medium or long term. This environmental scan considers factors that could potentially affect the drivers of the tourism sector. The drivers identified in the scan are transport, accommodation, income, safety and security, new markets, access to information, and perceptions about South Africa.

*During a SWOT analysis, the NDT identified the following:*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Revamped tourism grading system.</li> <li>• A broad and exceptional tourism resource base – leisure and business tourism, coastal and beach.</li> <li>• Untapped cultural products – mainly as a result of poor packaging, accessibility and infrastructure issues.</li> <li>• Niche Markets and showcasing what we have through proper product packaging.</li> <li>• Tourism policy framework in place (National Tourism Sector Strategy).</li> <li>• Established relationships with academic and other knowledge institutions.</li> <li>• Strong partnership with stakeholders, including provinces and individual industry associations.</li> <li>• Incentive-driven industry on compliance issues.</li> <li>• Good approach to regulation of industry.</li> <li>• Sound legal environment.</li> <li>• Capitalising on the shift to responsible tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• Product development is not driven by experiences.</li> <li>• Public sector interventions on behalf of communities and SMMEs, coupled with lack of skills, results in failures and marginal projects.</li> <li>• Poor service, ethics, and culture.</li> <li>• Quality assurance is limited and does not cover the entire tourism service value chain.</li> <li>• Limited transformation progress in all sub-sectors of the industry.</li> <li>• Inadequate supply-side information about what is on offer throughout the country, i.e. a lack of a complete database of the industry.</li> <li>• Poor rural infrastructure and tourism road signage is a major concern.</li> <li>• Fragmentation and lack of synergy, alignment and partnerships between various players and a lack of cohesion among stakeholders.</li> <li>• Limited availability of business intelligence and lack of skilled workforce.</li> <li>• Low culture of travel, and many South Africans do not know how to go on holiday.</li> <li>• Tourism is still inadequately resourced and funded; and it remains difficult for small businesses to access finance with limited or no equity, and there is still limited understanding of the tourism industry within financial institutions.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Tourism is recognised as a key contributor to the economy, its prioritisation by government and the creation of a dedicated Ministry of Tourism.</li> <li>• Political stability, macro-economic stability and generally growing economy in South Africa.</li> <li>• Mountains, wildlife, bush, wilderness, cities, heritage, diverse and interesting cultures, recreation and sport, adventure, and many niche markets.</li> <li>• Good general infrastructure – roads, transport, electricity, water, telecommunications, medical, etc.</li> <li>• Forging of partnerships with universities – research capacity and skills base.</li> <li>• Opportunity to develop affordable products and packages for domestic market.</li> <li>• Domestic tourism marketing receiving attention at the national level.</li> <li>• Established constitutional democracy.</li> <li>• Legacy of 2010 Soccer World Cup.</li> <li>• Organised tourism industry.</li> <li>• Strong policy and regulatory environment.</li> <li>• Environmental consciousness.</li> <li>• The National Conventions Bureau will create a strong focus on the marketing and selling of South Africa as a Meetings Destination.</li> </ul>	<ul style="list-style-type: none"> <li>• The cultural resources of our country remain little known and are not adequately integrated into tourism products and experiences.</li> <li>• Seasonality of travellers.</li> <li>• Natural disasters and climate change impact negatively on travelling patterns.</li> <li>• Economic recession and unemployment.</li> <li>• Lack of awareness of tourism and its benefits.</li> <li>• Potential degradation of service and product quality, especially if the appropriate monitoring and evaluation is not put in place.</li> <li>• Delays in payment from government for services rendered by the industry – creates cash-flow problems for small businesses.</li> <li>• Lack of attractiveness of the industry as a career option.</li> <li>• Unemployment and limited integration of local communities and previously neglected groups into tourism.</li> </ul>

### 5.2 Organisational Environment

Upon establishment, the NDT was structured around existing functions that served the tourism industry to a large extent. The new strategic direction of government, however, required the reconsideration of the composition of the department.

The NGP identifies tourism as one of six core pillars of growth, whilst the Industrial Policy Action Plan 2011/12 – 2013/14 (IPAP2) indicates the expectation for tourism to contribute to the development of rural areas and culture by growing the economy and creating jobs.

The tourism sector is obliged to obtain a strategic oversight and application of the NTSS and Tourism Act, 1993 (Act 72 of 1993). The mission of the NTSS is to grow a sustainable tourism economy in South Africa, with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships.

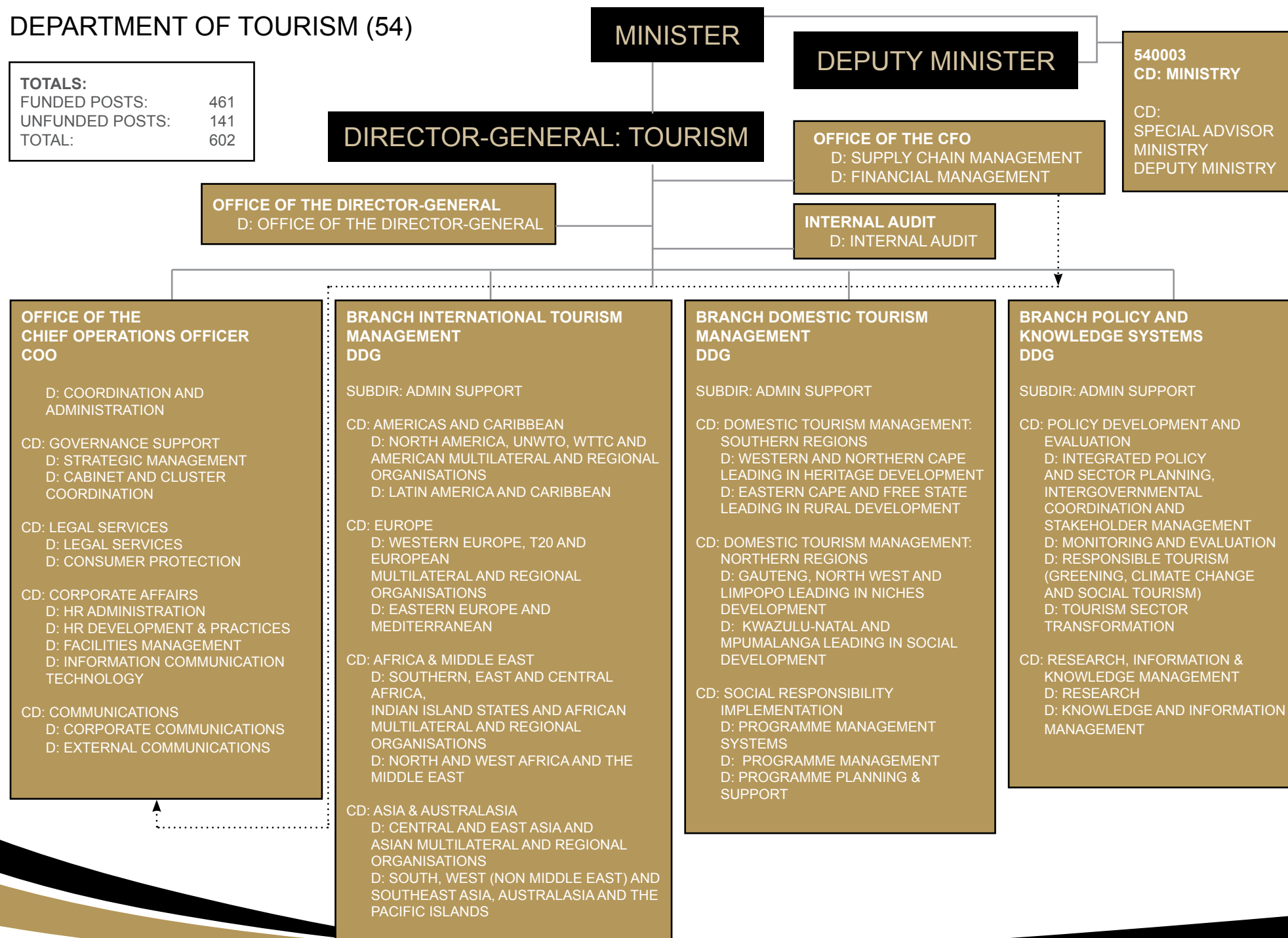
The following new focal areas are further included in the Tourism Draft Bill:

- (a) National Tourism Sector Strategy.
- (b) National Tourism Information and Monitoring System.
- (c) Information by tourism businesses.
- (d) Norms and standards for tourism.
- (e) Codes of good practice for tourism.
- (f) Tourism Protector.

These can only be developed with proper collaboration between the NDT and the provinces.

The organisational structure was therefore redesigned to improve access to the various regions of the world (Branch International Tourism Management) and to provide guidance and coordination for the development of the tourism sector, focusing on each of the nine provinces (Branch Domestic Tourism Management).

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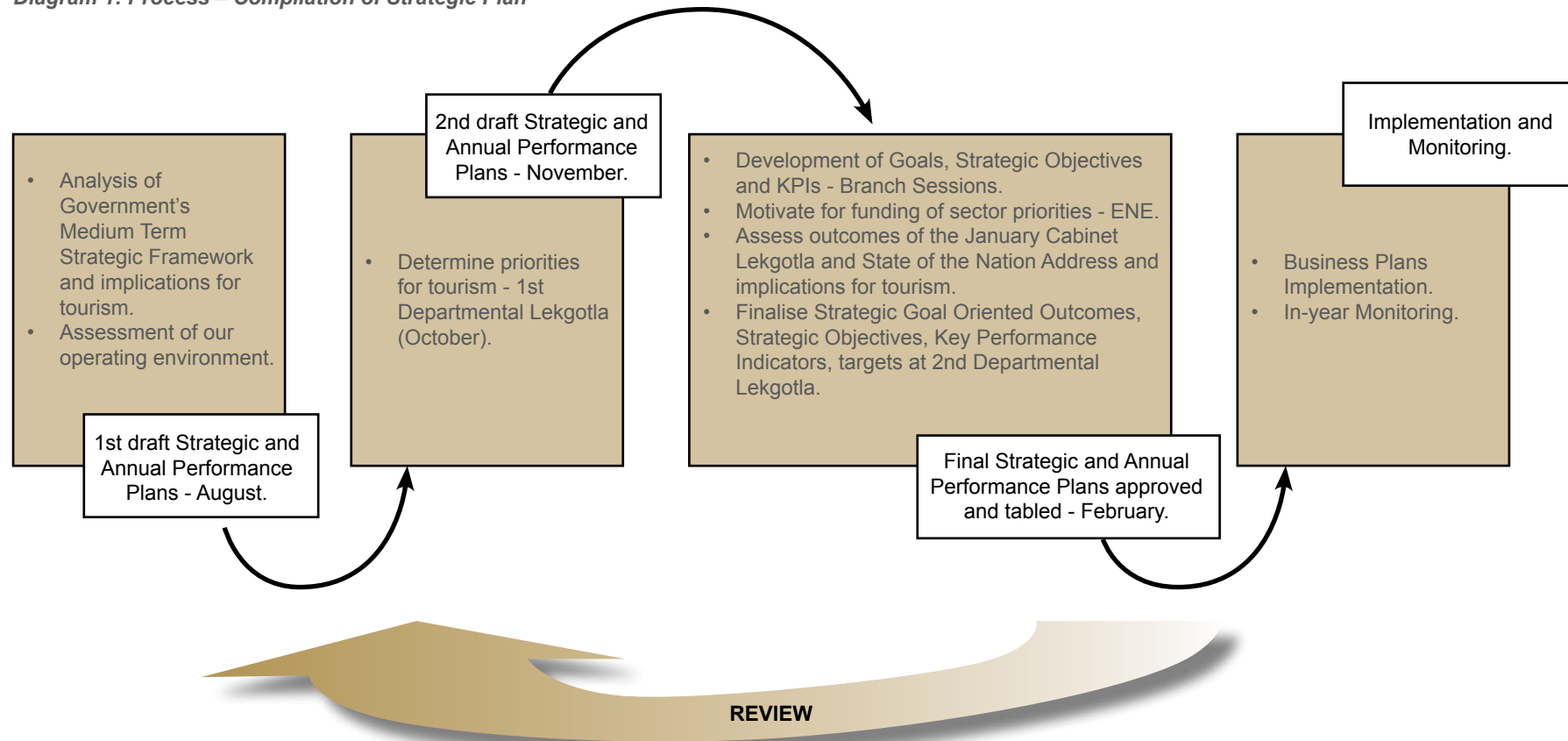




## 5.3 Description of the Strategic Planning Process

Diagram 1 describes the participative process undertaken to develop the strategic plan.

**Diagram 1: Process – Compilation of Strategic Plan**



## 6 ORGANISATIONAL STRATEGIC OUTCOME ORIENTED GOALS

**Table 2: Organisational Strategic Goals**

Strategic Outcome Oriented Goal	Goal Statement	Government Outcomes
1. Achieve good corporate and cooperative governance.	Provide comprehensive corporate support service to the department to ensure good governance.	<b>Outcome 12:</b> An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
2. Tourism priorities integrated within other sector departments, provincial and local government's planning.	Render policy frameworks, stakeholder management and planning related support services at provincial and local government level by analysing and participating in their planning processes.	<b>Outcome 12:</b> An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
3. Improve impact of tourism on the livelihood of all South Africans.	Monitor and evaluate the implementation of tourism programmes, strategies and policies.	<b>Outcome 4:</b> Decent employment through inclusive economic growth.
4. Increased contribution of the tourism sector to inclusive economic growth.	Profile regions and develop appropriate support packages that respond to tourism development and growth needs.	<b>Outcome 4:</b> Decent employment through inclusive economic growth.
	Increased contribution of the tourism sector to economic growth through analysis of international markets and strategic interventions.	
5. Increased contribution of the tourism sector to inclusive economic participation.	Facilitation of compliance to the gazetted tourism charter by identified tourism sub-sectors.	<b>Outcome 4:</b> Decent employment through inclusive economic growth.
6. Improved Tourism Sector Research, Information and Knowledge Management.	Advance Research, Information and Knowledge Management within the tourism sector.	<b>Outcome 4:</b> Decent employment through inclusive economic growth.
7. Improved levels of competitiveness and sustainability in the tourism industry.	Promote responsible tourism best practices to inculcate a culture of responsible tourism in South Africa.	<b>Outcome 4:</b> Decent employment through inclusive economic growth. <b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced.
8. Strengthened regional, Africa and international collaboration and partnership.	Strengthen Regional, Africa and International collaboration and partnerships through bilateral and multilateral engagements.	<b>Outcome 11:</b> Create a better South Africa, a better Africa and a better world.

## PART B: STRATEGIC OBJECTIVES

## 7 DEPARTMENTAL PROGRAMMES

## 7.1 Programme 1: Administration

## 7.1.1 Strategic Objectives

Table 3: Overview of Administration Branch

Programme	Sub-Programmes	Purpose
<b>Administration:</b> <ul style="list-style-type: none"> <li>Includes Ministry, Office of the Director-General and Internal Audit.</li> <li>Programme leader: Chief Operations Officer.</li> </ul>	<ul style="list-style-type: none"> <li>Governance Support.</li> <li>Chief Financial Officer.</li> <li>Corporate Affairs.</li> <li>Communications.</li> <li>Information Communications Technology.</li> <li>Legal Services.</li> </ul>	To provide strategic governance and risk management, legal, corporate affairs, information technology, internal audit, financial management and strategic communications support services to the department.

Table 4: Administration Strategic Objectives

Strategic Objective	Objective Statement	Baseline	Justification	Links
1. Effective organisational performance management system.	To review and implement a planning, monitoring and reporting system and provide a support service to enhance departmental performance.	100% compliance.	A properly functioning performance management system will give confidence to all our stakeholders of the adequacy of the department's plans and provide information on progress with the implementation of those plans. It will promote the integration of government priorities into the work of the department. It will promote the development and implementation of accountability measures that go beyond just compliance to enhanced governance on performance.	This objective will contribute to Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
2. Capable and skilled workforce.	Attract, develop and retain a capable and skilled workforce in a caring work environment.	<ul style="list-style-type: none"> <li>• Current vacancy rate: 9%</li> <li>• 100% implementation</li> <li>• Three (3) interventions conducted.</li> <li>• 100% compliance.</li> <li>• 54% women.</li> <li>• 2.72 disability .</li> <li>• 93% black.</li> </ul>	This objective will reach a wider pool of candidates by using additional or different media, retain a capable and skilled workforce by fostering a caring work environment.	None.
3. Efficient service delivery.	Provide optimal physical and technical resources for efficient service delivery.	<ul style="list-style-type: none"> <li>• Approved NDT MSP</li> <li>• 100% implementation of Phase One.</li> <li>• 97% up-time</li> </ul>	Conforms to national norms and standards.	State Information Technology Agency Government Wide Enterprise Architecture.
4. Reach out to tourism stakeholders through targeted communication.	To support tourism growth and development by reaching out to stakeholders through increased access to tourism information.	<ul style="list-style-type: none"> <li>• 100% implementation.</li> </ul>	This objective will contribute to an increased awareness of the, programmes and projects of the department.	Government Communication Strategy.
5. Effective Internal Audit services.	To ensure compliance with the PFMA and good corporate governance practices within the department.	<ul style="list-style-type: none"> <li>• 100% implementation.</li> </ul>	The objective will contribute to maintaining an efficient and effective internal control environment within the department.	Outcome 12.
6. Provide corporate legal support.	To provide corporate legal support and create an enabling policy and legislative environment for tourism growth and development.	<ul style="list-style-type: none"> <li>• 100% compliance.</li> </ul>	It will support the promotion of good governance.	Outcome 11, National Tourism Sector Strategy.
7. Economic, efficient and effective use of departmental resources.	Advocate for departmental resources and ensure economic, efficient and effective use for the achievement of government priorities and empowerment.	<ul style="list-style-type: none"> <li>• 100% compliance.</li> <li>• 58% of expenditure on procurement from B-BBEE and BEE enterprises.</li> </ul>	The objective will contribute to compliance in terms of legislations and regulations governing the public and private institutions within the country.	Public Finance Management Act and Treasury Regulations.

## 7.1.2 Resource Considerations

### 7.1.2.1 Expenditure Trends

Expenditure increased from R86 million in 2008/09 to R185.9 million in 2011/12, at an average annual rate of 29.3 per cent. The increase is mainly due to an increase in funding for the new office building, which the department took occupation of in 2010, improved conditions of service and other costs such as internal and external audit fees.

The department also purchased furniture, IT and security equipment for the building. Over the medium term, expenditure is expected to increase from R185.9 million to R218.8 million, at an average annual rate of 5.6 per cent, as a result of an increase in funding for the newly created post of IT chief director and the consumer protection directorate, which is included under legal services. R12 million between 2012/13 and 2014/15 has been allocated for consultants to provide support to the department's internal audit unit.

## 7.1.3 Risk Management

Risk Description	Mitigating Factors
Lack of specialised skills, (e.g.) Information Communication Technology (ICT), Communication, Forensic and Performance Audit.	<ul style="list-style-type: none"> <li>Skills audit (Assess impact, readiness of employees etc).</li> <li>Recruit persons with these skills.</li> <li>Co-sourcing for these skills.</li> <li>Realignment exercise to be conducted.</li> </ul>
Lack of buy-in of employees into the departmental processes.	<ul style="list-style-type: none"> <li>Improve communication and conduct workshops to Branches (i.e. Change management).</li> </ul>
Contravening legislation and/ or contractual obligations.	<ul style="list-style-type: none"> <li>Legal services to be consulted.</li> </ul>
Inadequate asset management.	<ul style="list-style-type: none"> <li>Monthly monitoring of assets and perform reconciliation of asset register.</li> </ul>
Non-compliance with legislation (e.g.) PFMA and Treasury Regulations.	<ul style="list-style-type: none"> <li>Financial delegations, policies and procedures adequately aligned to the legislation.</li> </ul>
Security of information, risk to the state.	<ul style="list-style-type: none"> <li>Implement the provisions of the (MISS)</li> <li>Increase awareness training for staff members.</li> </ul>
The momentum in building the positive image of the Department can be lost.	<ul style="list-style-type: none"> <li>Align functioning of Communications operations plans to ensure positive momentum.</li> </ul>
Inability to drive Tourism communications agenda (not utilizing media space and obtaining insufficient media content).	<ul style="list-style-type: none"> <li>Enhance interaction with third parties and strategic stakeholders, to ensure sufficient media content and adequate utilisation of media space.</li> <li>Build stakeholder network.</li> <li>Conduct research (qualitative and quantitative).</li> </ul>



## 7.2 Programme 2: Policy and Knowledge Services

### 7.2.1 Strategic Objectives

**Table 5: Overview of Policy and Knowledge Services**

Programme	Sub-Programmes	Purpose
<b>Policy and Knowledge Services:</b> Programme Leader: Deputy Director-General.	<ul style="list-style-type: none"> <li>Policy Development and Evaluation.</li> <li>Research, Information and Knowledge Management.</li> </ul>	To support sector policy development and evaluation, research and knowledge management, promotion of transformation and responsible tourism.

**Table 6: Policy and Knowledge Services Strategic Objectives**

Strategic Objective	Objective Statement	Baseline	Justification	Links
1. Monitoring and evaluation tourism sector performance, strategies and policies.	To continuously monitor and evaluate performance of the tourism industry, tourism strategies and policies to inform decision making.	M&E Framework for NTSS.	There is a need to monitor and evaluate the implementation of the NTSS as well as other policies and strategies implicated by the NTSS.	NTSS and government outcome approach.
2. Create an enabling policy environment and improve intergovernmental coordination.	To provide support to provincial and local government, through policy direction and programs.	National Tourism Sector Strategy (NTSS).	To promote cooperative governance.	Constitutional Cooperative Governance Principle.
3. Provide Knowledge Management for Tourism Sector.	To provide adequate Tourism Sector Knowledge and Information Services.	Research & Knowledge Management Framework.	Provision of information and knowledge services for decision making.	Governance move to knowledge economy and e governance.
4. To professionalise tourist guiding services.	Implementation of tourism guiding strategy to professionalise tourist guiding.	Strategy to professionalise Tourist Guiding.	Implementation of tourism act and the implementation of strategy to professionalise tourist guiding . To strengthen the tourist guiding profession as is in the forefront of service provision in tourism which impacts on the brand.	NTSS Tourism Act No 72 of 1993 (Tourist Guiding Regulation).
5. Manage and conduct tourism research to inform tourism growth and development.	To examine best practices and ensure proper execution of research for tourism growth and development.	NTSS Research Framework.	Provision of information and knowledge services for decision making.	NTSS.

**Table 6: Policy and Knowledge Services Strategic Objectives**

Strategic Objective	Objective Statement	Baseline	Justification	Links
6. Increase compliance with the gazetted tourism charter.	To promote implementation of the gazetted tourism charter, alignment of PPPFA and BBEE and verification of compliance by tourism accredited agencies.	Tourism BEE Charter and the NTSS.	Promote sector transformation.	B-BEE Charter and NTSS.
7. Promote Responsible Tourism best practice.	To provide a framework for implementation of responsible tourism and effective tourism response to climate change.	National Minimum Standard for Responsible Tourism (SANS 1162).  2002 South African National Responsible Tourism Guidelines.	The 1996 White Paper on the Development and Promotion of Tourism in South Africa. Programme facilitates implementation of White Paper which endorsed Responsible Tourism as a guiding principle.	National Tourism Sector Strategy Theme 3 and Cluster 2.2 (iv).

## 7.2.2 Resource Considerations

### 7.2.2.1 Expenditure Trends

The bulk of this programme's expenditure is transferred to South African Tourism. Expenditure increased from R600.1 million in 2008/09 to R695.5 million in 2011/12, at an average annual rate of 5 per cent, due to an increase in transfers to South African Tourism in preparation for the 2010 FIFA

World Cup and the opening of a new office in Angola. Over the medium term, expenditure is expected to increase to R908 million, at an average annual rate of 9.3 per cent, due to the expectation of an increased number of tourists from other African countries.

Additional allocations to South African Tourism are to grow the number of tourists visiting from other African states. It is expected that South African Tourism will increase the

number of international tourist arrivals per year from 10.3 million in 2011/12 to 12.6 million in 2014/15.

R8.7 million between 2012/13 and 2014/15 is allocated for spending on consultants to support the development of the visitor information centre brand and national tourism information gateway space planning.

### 7.2.3 Risk Management

Risk Description	Mitigating Factors
Non-compliance with tour guiding legislation and regulations.	<ul style="list-style-type: none"> <li>Enter into agreement with Law Enforcement agencies to monitor compliance.</li> </ul>
Unavailability of data / information.	<ul style="list-style-type: none"> <li>Purchase data from other data resources.</li> </ul>
Inadequate platforms for electronic research information (Euromonitor, Official Airline Guide etc.).	<ul style="list-style-type: none"> <li>Upgraded/improved IT infrastructure in the new location (hard and software).</li> </ul>

## 7.3 Programme 3: International Tourism

### 7.3.1 Strategic Objectives

**Table 7: Overview of International Tourism Management**

Programme	Sub-Programmes	Purpose
<b>International Tourism Management:</b> Programme Leader: Deputy Director-General.	<ul style="list-style-type: none"> <li>Americas and Caribbean</li> <li>Europe</li> <li>Africa &amp; Middle East</li> <li>Asia &amp; Australasia</li> </ul>	To provide strategic political and policy direction for the development of South Africa's tourism potential throughout various regions of the world. (excluding the mandate performed by South African Tourism as the Destination Marketing Agency).

**Table 8: International Tourism Branch Strategic Objectives**

Strategic Objective	Objective Statement	Baseline	Justification	Links
1. Provide international tourism market analysis to inform strategic interventions.	To develop country/region specific profiles on tourism related indicators and response plans.	0	Country or regional profiles will provide basic information in terms of the economic situation, demographics, economic indicators, foreign policy developments in each country and this information will assist in creating a better understanding of each country or region of the world, which will lead to informed strategic interventions towards growing and developing tourism in South Africa.	The objective is linked to the outcomes approach to service delivery number 4 and 11 and the National Tourism Sector Strategy.
2. Utilise bilateral and multilateral engagements to advance the tourism national, regional, Africa and global agenda.	To effectively negotiate and facilitate implementation of international agreements related to tourism and facilitate participation in multi-lateral fora.	5	International engagement will provide opportunities to contribute to the achievement of identified strategic priorities of South Africa and its partners.	Outcome 11.

### 7.3.2 Resource Considerations

#### 7.3.2.1 Expenditure Trends

Expenditure increased from R11.5 million in 2008/09 to R33.7 million in 2011/12, at an average annual rate of 43.1 per cent. The increase is mainly due to the transfer of the international relations chief directorate from the Administration programme to this programme.

Over the medium term, expenditure is projected to increase to R51.7 million, at an average annual rate of 15.3 per cent, as a result of the newly created International Tourism Management sub-programme and the inclusion of membership fees for international organisations in the sub-programme. These fees were previously budgeted for in the Administration programme. As this is a new programme, it does not have historical performance information.

Expenditure on travel and subsistence is expected to increase from R2.2 million in 2011/12 to R9.3 million in 2014/15, at an average rate of 62.8 per cent. Officials are expected to travel extensively both locally and internationally as part of their marketing responsibilities. R5 million is allocated for spending on consultants between 2012/13 and 2014/15.

### 7.3.3 Risk Management

Risk Description	Mitigating Factors
Insufficient market insight.	Undertake a depth market analysis (Country and/ or region).
Inadequate or undefined strategic approaches.	Develop market specific strategic intervention.
Global economic recession.	Focus on new markets to maintain SA competitive advantage in tourism.
Insufficient or inadequate air access (capacity and quality).	Engage the Department of Transport on negotiations on air bilateral.
Non implementation and monitoring of international agreements.	<ul style="list-style-type: none"> <li>Identify all international agreements;</li> <li>Actively plan follow up engagements;</li> <li>Prepare analytical dossiers and follow up on presidential/ ministerial outcomes of international engagements.</li> </ul>
Lack of capacity and skilled officials.	Create training and development opportunities for officials.

## 7.4 Programme 4: Domestic Tourism

### 7.4.1 Strategic Objectives

**Table 9: Overview of Domestic Tourism Branch**

Programme	Sub-Programmes	Purpose
<b>Domestic Tourism Management</b> <ul style="list-style-type: none"> <li>Programme Leader: Deputy Director-General.</li> </ul>	<ul style="list-style-type: none"> <li>Domestic Tourism Management: Southern Regions.</li> <li>Domestic Tourism Management: Northern Regions.</li> <li>Social Responsibility Implementation.</li> </ul>	To provide political, policy and strategic direction for the development and growth of sustainable domestic tourism throughout South Africa.

**Table 10: Domestic Tourism Branch Strategic Objectives**

Strategic Objective	Objective Statement	Baseline	Justification	Links
To facilitate the implementation of appropriate support packages for regions.	Develop profiles to inform support packages and coordinate implementation with appropriate authorities.	None.	Provincial profiles will provide information on the socio-economic indicators in each province. Since the branch will be working in regions, it is critical to get an understanding of the profile of each region so as to provide guidance on the development needs.	National Tourism Sector Strategy.
To facilitate the implementation of national tourism imperatives.	Drive the implementation of programmes that are responsive to national development socio-economic policies.	National Tourism Service Excellence Strategy.  National Tourism Human Resource Development Strategy.  State of Transformation Report – BBBEE Study.	Research conducted in 2009 to obtain factual information on the service levels in the country. The outcomes of the research highlighted the inconsistencies and poor service levels. Recommendations for dealing with identified challenges were also outlined.  In order to improve quality of people working within the tourism industry, broadening of tourism curriculum and increase intake of tourism graduates, it is imperative to develop and implement a strategy that would focus on people development.  Transformation of the tourism sector as part of creating an inclusive tourism economy remains a critical goal contributing to the transformation of the South African economy.	National Tourism Sector Strategy – Cluster 2 and 3.



**Table 10: Domestic Tourism Branch Strategic Objectives**

Strategic Objective	Objective Statement	Baseline	Justification	Links
To provide support to SMME for economic development and job creation.	To fund and monitor performance of the Tourism Enterprise Programme (TEP) for SMME development.	5000 jobs supported.	This allows SMME's with access to the tourism industry in terms of training, market access and skills development.	Outcome 4.
Create employment opportunities by implementing tourism projects targeted at the unemployed.	To implement labour intensive tourism projects targeting the unemployed, youth, women and people with disabilities.	5054 FTEs.	Job Creation. Poverty alleviation. Tourism Sector Transformation. Economic empowerment.	Expanded Public Works Programme. National Tourism Sector Strategy.

## 7.4.2 Resource Considerations

### 7.4.2.1 Expenditure Trends

Expenditure decreased from R504.7 million in 2008/09 to R349.8 million in 2011/12, at an average annual rate of 11.5 per cent, due to a decrease in funding for the expanded public works programme as the department did not meet the job creation target.

This is a new programme and therefore does not have historical performance information to compare with. Over the MTEF period, the budget will focus on creating full time equivalent jobs through the social responsibility implementation. In 2010/11, the Social Responsibility Implementation programme created 8 090 full time equivalent jobs and implemented 25 390 accredited training person days.

Over the medium term, expenditure is expected to increase to R401.7 million, at an average annual rate of 4.7 per cent, mainly due to increased funding for the implementation of the expanded public works programme. R3.9 million is allocated between 2012/13 and 2014/15 for spending on consultants to provide support for business and advisory services.

## 7.4.3 Risk Management

Risk Description	Mitigating Factors
Lack of alignment of our strategy to other existing strategies across the three spheres of government resulting in implementation challenges.	<ul style="list-style-type: none"> <li>• Consultations with provinces from primary planning stages to ensure that provinces provide input and aligns their strategic plans with NDT;</li> <li>• Integrated planning and coordinated efforts.</li> <li>• Efficient utilisation of existing structures such as the premier's intergovernmental forums, EPWP forums to ensure seamlessness integration and coordination of efforts.</li> <li>• Consideration of local government by laws seeing that they will directly impact on the implementation of projects/programmes.</li> <li>• Strengthen effectiveness of MINMEC.</li> </ul>
Lack of capacity to deliver on new targets.	<ul style="list-style-type: none"> <li>• Prioritisation of filling of posts based on the need on the ground.</li> <li>• Inculcating the culture of learning.</li> <li>• Encourage learning through participation at key industry events.</li> <li>• Allocation of resources to ensure engagement in capacity building/training initiative of staff on critical training areas.</li> </ul>
Insufficient data to inform strategic plans.	<ul style="list-style-type: none"> <li>• Conduct research to inform strategic plans;</li> <li>• Undergo fact finding missions; and</li> <li>• Information sharing with the relevant stakeholders.</li> </ul>

## PART C: LINKS TO OTHER PLANS

## 8 LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

No.	Project Name	Programme	Municipality	Project description / type of structure	Outputs	Estimated project cost	Expenditure to date	Project Duration	
								Start	Finish
1	Social Responsibility Implementation Projects.	Domestic Tourism Branch.	All municipalities.	Infrastructure tourism projects for communities, e.g. hiking trails, accommodation and caravan park.	Community tourism infrastructure projects.	R277,425m (2012/13) R312,024m (2013/14) R330,744m (2014/15)	0	April 2012	March 2014

## 9 CONDITIONAL GRANTS

Not Applicable.

## 10 PUBLIC ENTITIES

Table 12: South African Tourism

Name of public entity	Mandate	Outputs	Current annual budget (R thousand)	Date of next evaluation
South African Tourism (SAT).	To promote tourism by encouraging person to undertake travels to and in the Republic, and with a view thereto to take measures in order to attempt to ensure that services which are rendered and facilities which are made available to tourists comply with the highest attainable standards according to Tourism Act No 72 of 1993.	<ul style="list-style-type: none"> <li>• Increase tourist arrivals per year.</li> <li>• Increase average tourist spend per year.</li> <li>• Increase global awareness of Brand South Africa.</li> <li>• Increase number of accommodation establishments graded.</li> <li>• Increase number of domestic tourists.</li> <li>• Establish a Conventions Bureau.</li> </ul>	<b>2012/13</b> Total Departmental Allocation is R 753 303 of which: <ul style="list-style-type: none"> <li>• International &amp; Domestic Marketing = R447 144</li> <li>• Financial Assistance = R201 246</li> <li>• Grading Council = R26 706</li> <li>• Convention Bureau = R28 207</li> <li>• Growing Tourism from Africa to South Africa = R50 000</li> </ul> Other estimated revenue is R 158 777	April 2012.

## 11 PUBLIC-PRIVATE PARTNERSHIPS

Name of PPP	Purpose	Outputs	Current value of agreement	Date when agreement expires
South Africa Chefs Association.	To bridge the skills gap by training young people from the Historically Disadvantaged background as Chefs.	<ul style="list-style-type: none"> <li>Increase in the number of professional Chefs.</li> <li>Sector Transformation and skills development.</li> </ul>	R25 000 000	End of 13/14 financial year.
Tourism Enterprise Partnership.	To support SMMEs with training, market access and capacity building.	Empowered SMME's that can compete in the market.	R20 000 000	2013/14 Financial year.
Federated Hospitality Association of SA (FEDHASA).	To facilitate transformation, capacity building and youth development in hospitality.	<ul style="list-style-type: none"> <li>BBBEE Awareness workshops.</li> <li>SMME training.</li> <li>Youth hospitality education and networking seminars.</li> </ul>	R0	Reviewed annually at the end of the financial year - March 2013.
Tshwane Travel, Guide and Tour Operators Association.	Facilitate compliance to BBBEE by private sector and quality assurance standards.	<ul style="list-style-type: none"> <li>BBBEE awareness workshops</li> <li>SMME capacity building – destination packaging.</li> </ul>	R0	Reviewed annually at the end of the financial year - March 2013.
South African Tourism Services Association (SATSA).	Facilitate compliance to BBBEE by private sector and quality assurance standards.	<ul style="list-style-type: none"> <li>BBBEE workshops.</li> <li>SMME training.</li> </ul>	R0	March 2013 - Reviewed annually at the end of the financial year - March 2013.
Tshwane Township B&B.	Support the development and promotion of township tourism towards building an inclusive tourism economy.	Facilitated enterprise development partnerships with private sector.	R0	Reviewed annually at the end of the financial year - March 2013.
National Accommodation Association of SA (NAASA).	Facilitate compliance to BBBEE by private sector and quality assurance standards.	<ul style="list-style-type: none"> <li>BBBEE workshops.</li> <li>SMME workshops on quality assurance.</li> </ul>	R0	Reviewed annually at the end of the financial year - March 2013.
Birdlife South Africa.	Development of AviTourism Strategy.	AviTourism Strategy.	R0	31 March 2012.
Natal Nature Reserve Board (NNRB).	Maloti Drakensberg Route.	Maloti Drakensberg Route.	R500 000	Agreement still pending, but commitment has been made to transfer the funds from NDT to NNRB.

Name of PPP	Purpose	Outputs	Current value of agreement	Date when agreement expires
University of Johannesburg University of Pretoria University of Venda University of Zululand Cape Peninsula University of Technology	Commissioning of 5 Research Studies on behalf of NDT.	5 Research reports.	R2 000 000	March 2013.
Fair Trade in Tourism South Africa (FTTSA).	Develop incentives to encourage implementation of the NMSRT.	Approved Incentive package.	R100 000	March 2013.
Department of Environmental Affairs, Water Affairs and ESKOM.	Develop and implement National Tourism response programme for climate change.	Voluntary Accord and the Emissions Management tool.	R150 000	Renewable on an annual basis.
International Labour Organisation.	Develop community capacity building initiative for sustainable tourism.	Community participation programme.	R100 000	31 March 2013.
Tourism Grading Council of South Africa (TGCSA), South African Disability Alliance.	Develop and implement Tourism Universal Accessibility Action Plan.	Tourism Universal Accessibility Action Plan.	R100 000	Ongoing.
FEDHASA	Hosting Imvelo Awards for Responsible Tourism.	Imvelo Awards for Responsible Tourism.	R300 000	31 March 2013.
SAPS and Traffic Management Authorities.	Monitor and enforce compliance with the tourist guiding legislation and regulations.	Compliance with the Tourist Guiding legislation and regulation.	None	Ongoing.

## SECTION 2: 2012/13 ANNUAL PERFORMANCE PLAN



Robben Island, Cape Town, Western Cape Province, South Africa *(Sourced from SATourism)*

## PART A: STRATEGIC OVERVIEW

## 12 OVERVIEW OF 2012/13 BUDGET AND MTEF ESTIMATES

## 12.1 Expenditure estimates

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcome			Adjusted appropriation	Medium term estimates		
Rand thousand							
<b>Programmes</b>							
Administration	85,981	80,222	155,770	185,944	195,043	206,671	218,773
Policy and Knowledge Services	600,076	714,470	644,241	695,512	787,994	861,395	907,996
International Tourism	11,505	10,712	26,388	33,700	46,834	48,798	51,655
Domestic Tourism	504,679	340,214	317,077	349,829	337,450	378,496	401,667
<b>Total for programmes</b>	<b>1,202,241</b>	<b>1,145,619</b>	<b>1,143,476</b>	<b>1,264,985</b>	<b>1,367,321</b>	<b>1,495,360</b>	<b>1,580,091</b>

*Economic Classification*

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Rand thousand	Audited Outcome			Adjusted appropriation	Medium term estimates		
<b>Current payments</b>	<b>181,970</b>	<b>137,745</b>	<b>213,867</b>	<b>272,511</b>	<b>331,093</b>	<b>342,981</b>	<b>364,485</b>
Compensation of employees	106,428	89,631	100,252	144,582	180,583	188,377	199,436
Goods and services of which:	<b>75,542</b>	<b>48,114</b>	<b>113,615</b>	<b>127,675</b>	<b>150,320</b>	<b>154,403</b>	<b>164,832</b>
Communication	2,031	2,401	3,533	2,317	4,010	4,144	4,468
Computer services	2,738	1,156	9,381	12,053	19,682	20,677	21,921
Consultants and professional services	11,567	4,309	8,427	21,286	9,859	9,380	10,312
Inventory	1,056	1,234	3,654	6,236	10,618	11,161	11,887
Lease payments	4,343	3,758	3,550	25,717	983	953	1,004
Travel and subsistence	34,722	20,338	29,993	34,310	38,509	39,765	42,317
<b>Transfers and subsidies</b>	<b>1,019,914</b>	<b>1,007,462</b>	<b>912,843</b>	<b>965,509</b>	<b>1,029,045</b>	<b>1,145,111</b>	<b>1,207,876</b>
Departmental agencies and accounts	582,135	699,489	631,685	668,613	753,303	825,977	870,476
Foreign governments and international organisations	-	4,000	3,265	2,000	5,250	5,539	5,864
Non-profit institutions	72,366	59,097	27,664	22,700	27,725	32,868	34,797
Households	365,413	244,876	250,229	272,196	242,767	280,727	296,739
<b>Payments for capital assets</b>	<b>358</b>	<b>412</b>	<b>16,763</b>	<b>26,965</b>	<b>7,183</b>	<b>7,268</b>	<b>7,730</b>
Machinery and equipment	306	408	16,763	26,920	7,049	7,147	7,601
Software and other intangible assets	52	4	-	45	134	121	129
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>1,202,241</b>	<b>1,145,619</b>	<b>1,143,476</b>	<b>1,264,985</b>	<b>1,367,321</b>	<b>1,495,360</b>	<b>1,580,091</b>



## 12.2 Relating Expenditure Trends to Strategic Outcome Oriented Goals

The spending focus over the medium term will be on increasing the number of tourists visiting South Africa from other African countries.

Expenditure increased from R1,2 billion in 2008/09 to R1,3 billion in 2011/12, at an average annual rate of 1,7%, mainly due to an increase in allocations for the refurbishment of an office building acquired in 2011/12, and for the implementation of the tourism 2010 plan, which enabled South Africa to meet its obligations to FIFA. These allocations also explain the growth in spending on goods and services, which increased from R75,5 million to R127,7 million between 2008/09 and 2011/12, at an average annual rate of 19%.

Over the medium term, expenditure is expected to increase to R1,6 billion, at an average annual rate of 7,7%. This increase is mainly due to an additional allocation of R218 million for South African Tourism to expand its work in growing the number of tourists visiting from other African states. The NDT receives additional allocations of R4,7 million in 2012/13, R5,1 million in 2013/14 and R5,6 million in 2014/15 for improved conditions of service. A Cabinet-approved baseline cut of R1,3 million in 2012/13, and R667 000 in 2013/14 was also made, details of which are located in the sub-programmes where applicable.

Between 2012/13 and 2014/15, an amount of R29,6 million has been allocated for spending on consultants to provide support to the NDT's internal audit unit.

## 13 TRENDS IN THE NUMBER OF KEY STAFF

The Human Resources Unit presently provides Human Resources services to 407 personnel across all levels within the NDT. Human Resources Management has formulated its strategy to ensure the recruitment, development and retention of the best quality of staff in all occupational groups, in order to fulfil the department's mission and meet its strategic aims and objectives. For the purpose of this report, key staff will refer to senior management from level 13 and above.

The current vacancy rate is at 9% with a continued focus to reduce it to 5% by the end of the financial year 2012//2013. The establishment has not yet stabilised and growth is expected following structural changes influenced by the change in mission and vision. A temporary increase in the vacancy rate is as such foreseen but is expected to stabilise and be maintained at 5% in the outer years of the strategic plan until 2015.

Programmes	Key Staff	EE information	Vacancies
1. Administration.	21 filled posts.	19 posts filled by members of designated groups.	0 vacancies.
1. Domestic Tourism.	11 filled posts.	11 posts filled by members of designated groups.	2 vacant posts.
1. International Tourism.	6 filled posts.	6 posts filled by members of designated groups.	1 vacant post.
4. Policy Research, Monitoring and Evaluation.	8 posts filled.	7 posts filled by members of designated groups.	0 vacancies.

Details Of Approved Establishment and Personnel Numbers According to Salary Level										
	Personnel post status as at 29 February 2012			Number of personnel posts filled/planned for on funded establishment						
	Number of posts on approved establishment	Number of funded posts	Number of posts additional to the establishment	Actual			March 2012	Medium-term estimate		
				2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Department</b>	<b>530</b>	<b>443</b>	<b>30</b>	<b>161</b>	<b>161</b>	<b>272</b>	<b>402</b>	<b>473</b>	<b>473</b>	<b>473</b>
Salary level 1-6	115	102	30	32	33	57	131	132	132	132
Salary level 7-10	240	197	0	65	64	107	150	197	197	197
Salary level 11-12	108	87	0	36	35	58	76	87	87	87
Salary level 13-16	67	57	0	28	30	50	45	57	57	57
<b>Administration</b>	<b>302</b>	<b>264</b>	<b>30</b>	<b>95</b>	<b>93</b>	<b>165</b>	<b>247</b>	<b>294</b>	<b>294</b>	<b>294</b>
Salary level 1-6	86	81	30	25	24	43	111	111	111	111
Salary level 7-10	138	110	0	37	37	65	86	110	110	110
Salary level 11-12	46	43	0	17	17	30	30	43	43	43
Salary level 13-16	32	30	0	16	15	27	20	30	30	30
<b>Policy and Knowledge Services</b>	<b>78</b>	<b>57</b>	<b>0</b>		<b>12</b>	<b>22</b>	<b>41</b>	<b>57</b>	<b>57</b>	<b>57</b>
Salary level 1-6	13	7	0	0	3	5	7	7	7	7
Salary level 7-10	37	23	0	0	4	7	16	23	23	23
Salary level 11-12	18	17	0	0	2	3	10	17	17	17
Salary level 13-16	10	10	0	0	4	7	8	10	10	10

**Details Of Approved Establishment and Personnel Numbers According to Salary Level**

<b>International Tourism</b>	<b>50</b>	<b>46</b>	<b>0</b>	<b>36</b>	<b>36</b>	<b>27</b>	<b>43</b>	<b>46</b>	<b>46</b>	<b>46</b>
Salary level 1-6	7	7	0	3	3	4	7	7	7	7
Salary level 7-10	22	22	0	14	14	12	21	22	22	22
Salary level 11-12	10	10	0	12	12	6	10	10	10	10
Salary level 13-16	11	7	0	7	7	5	5	7	7	7
<b>Domestic Tourism</b>	<b>100</b>	<b>76</b>	<b>0</b>	<b>30</b>	<b>20</b>	<b>58</b>	<b>71</b>	<b>76</b>	<b>76</b>	<b>76</b>
Salary level 1-6	9	7	0	4	3	5	6	7	7	7
Salary level 7-10	43	42	0	13	9	23	27	42	42	42
Salary level 11-12	34	17	0	7	4	19	26	17	17	17
Salary level 13-16	14	10	0	6	4	11	12	10	10	10

## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

## 14 DEPARTMENTAL PROGRAMMES

## 14.1 Programme 1: Administration

## 14.1.1 Strategic Objectives, Programme Performance Indicators (PPI), Annual Targets (2012/13 – 2014/15), and Quarterly Targets 2012/13

**Programme Purpose:** To provide strategic leadership, centralised administration, executive support and corporate services.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Achieve good corporate and cooperative governance.							
<b>Goal Statement:</b> Provide comprehensive corporate support service to the department to ensure good governance.							
<b>Strategic Objective:</b> Effective organisational performance management system.							
<b>Objective Statement:</b> To review and implement a planning, monitoring and reporting system and provide a support service to enhance departmental performance.							
<b>PPI1.</b> Percentage of compliance with provisions of government’s performance and risk management prescripts.							
-	100% compliance.	100% compliance.	100% compliance.	100% compliance.	Q1: • Implement Q1 requirements in terms of prescripts.	100% compliance.	100% compliance.
					Q2: • Review of NDT Organisational Performance Guidelines. • Implement Q2 requirements in terms of prescripts.		
					Q3: • Implement Q3 requirements in terms of prescripts.		
					Q4: • Implement Q4 requirements in terms of prescripts. • 2013/14 Calendars developed for Planning, Reporting and Risk Management		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>PPI2. Intergovernmental integration and implementation support system developed and implemented.</b>							
-	No internal protocol approved for NDT.	Coordination with Cabinet, Cluster, through FOSAD and Cabinet secretariat and provinces through MINMEC.	Development and 100% implementation.	100% compliance.	Q1: <ul style="list-style-type: none"><li>Review of the internal protocol to support intergovernmental coordination (Cabinet and FOSAD).</li><li>100% implementation of Q1 requirements.</li></ul> Q2: <ul style="list-style-type: none"><li>100% implementation of Q2 requirements.</li></ul> Q3: <ul style="list-style-type: none"><li>100% implementation of Q3 requirements.</li></ul> Q4: <ul style="list-style-type: none"><li>2013 NDT Calendars consolidated for Cabinet and FOSAD engagements.</li><li>100% implementation of Q4 requirements.</li></ul>	100% compliance.	100% compliance.
<b>Strategic Objective:</b> Capable and skilled workforce. <b>Objective Statement:</b> Attract, develop and retain a capable and skilled workforce in a caring work environment.							
<b>PPI3. Percentage of vacancy rate (funded posts).</b>							
-	Current vacancy rate: 21%.	9.24% implementation.	Reduce funded vacancy rate to 10%.	Maintain a maximum vacancy rate at 5%.	Q1: <ul style="list-style-type: none"><li>Maintain maximum vacancy rate at 9%.</li></ul> Q2: <ul style="list-style-type: none"><li>Maintain maximum vacancy rate at 8%.</li></ul> Q3: <ul style="list-style-type: none"><li>Maintain maximum vacancy rate at 6%.</li></ul> Q4: <ul style="list-style-type: none"><li>Maintain maximum vacancy rate at 5%.</li></ul>	Maintain a maximum vacancy rate at 5%.	Maintain a maximum vacancy rate at 5%.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI4. Percentage implementation of Workplace Skills Plan (WSP).							
-	83% of courses attended.	100% implementation.	100% implementation.	100% implementation.	Q1: • Implement 30% of the WSP.	100% implementation	100% implementation
	Q2: • Implement a further 30% of the WSP.						
	Q3: • Implement a further 25% of the WSP.						
	Q4: • Full implementation at 15% of the WSP.						
PPI5. Percentage implementation of Performance Management Development System (PMDS).							
-	100% implementation.	100% implementation.	100% implementation.	100% implementation.	Q1: • 100% implementation of Q1 requirements	100% implementation	100% implementation
	Q2: • 100% implementation of Q2 requirements.						
	Q3: • 100% implementation of Q3 requirements.						
	Q4: • 100% implementation of Q4 requirements.						
PPI6. Number of interventions on HIV/AIDS and Employee Health Wellness (EHW) conducted.							
-	Three interventions.	81% of the 2010/11 plan.	Four interventions.	Four interventions.	Q1: • One (1) intervention on HIV/ AIDS and EHW.	Four interventions.	Four interventions.
	Q2: • One (1) intervention.						
	Q3: • One (1) intervention.						
	Q4: • One (1) intervention.						



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI7. Percentage compliance on management of labour relations cases in line with prescripts.							
-	100% compliance.	100% compliance.	100% compliance.	100% compliance.	Q1: • 100% compliance on management and handling of grievances, misconduct and disputes.	100% compliance.	100% compliance.
					Q2: • 100% compliance on management and handling of grievances, misconduct and disputes.		
					Q3: • 100% compliance on management and handling of grievances, misconduct and disputes.		
					Q4: • 100% compliance on management and handling of grievances, misconduct and disputes.		
PPI8. Percentage representation of designated groups.							
-	54% women.	53% women.	50% women representation.	Maintain minimum 50% women representation.	Q1: • Maintain minimum 50% women representation.	Maintain minimum 50% women representation.	Maintain minimum 50% women representation.
					Q2: • Maintain minimum 50% women representation.		
					Q3 • Maintain minimum 50% women representation.		
					Q4 • Maintain minimum 50% women representation.		
-	2.02% disability.	2% disability.	2% disability.	Maintain minimum 4% disability rate.	Q1: • Maintain minimum 3% disability rate.	Maintain minimum 5% disability rate.	Maintain minimum 5% disability rate
					Q2: • Maintain minimum 3% disability rate.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q3: • Maintain minimum 4% disability rate.		
					Q4: • Maintain minimum 4% disability rate.		
-	92% black representation.	91% black representation.	Maintain 82% black representation.	Maintain minimum 89% black representation.	Q1: • Maintain minimum 89% black representation.	Maintain minimum 89% black representation.	Maintain minimum 89% black representation.
					Q2: • Maintain minimum 89% black representation.		
					Q3: • Maintain minimum 89% black representation.		
					Q4: • Maintain minimum 89% black representation.		
<b>Strategic Objective:</b> Efficient service delivery.							
<b>Objective Statement:</b> Provide optimal physical and technical resources for efficient service delivery.							
<b>PPI9. Percentage implementation of Information Technology Strategic Plan (ITSP).</b>							
-	Draft NDT Master Systems Plan (MSP).	-	Review NDT MSP	100% Implementation of Phase Two.	Q1: • 25% implementation of Phase Two requirements (25%).	100% Implementation of Phase Three.	Review of ITSP and 100% implementation of Phase One.
			Implementation of Phase One.		Q2: • 25% implementation of Phase Two requirements (50%).		
					Q3: • 25% implementation of Phase Two requirements (75%).		
					Q4: • 25% implementation of Phase Two requirements (100%).		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI10. Uptime of network and services availability.							
-	Maintain 95%.	Maintain 100%.	Maintain 97%.	Maintain 97% uptime.	Q1: <ul style="list-style-type: none"><li>Maintain 97% uptime.</li><li>Maximum of 3% service time.</li></ul>	Maintain 97% uptime.	Maintain 97% uptime.
				Maximum of 3% service time.	Q2: <ul style="list-style-type: none"><li>Maintain 97% uptime.</li><li>Maximum of 3% service time.</li></ul>	Maximum of 3% service time.	Maximum of 3% service time.
					Q3: <ul style="list-style-type: none"><li>Maintain 97% uptime.</li><li>Maximum of 3% service time.</li></ul>		
					Q4: <ul style="list-style-type: none"><li>Maintain 97% uptime.</li><li>Maximum of 3% service time.</li></ul>		
Strategic Objective: Reach out to tourism stakeholders through targeted communication.							
Objective Statement: To support tourism growth and development by reaching out to stakeholders through increased access to tourism information.							
PPI11. Percentage implementation of the annual implementation plan of the Communication Strategy.							
-	-	-	-	100% implementation.	Q1: <ul style="list-style-type: none"><li>100% implementation of Q1 requirements of the annual implementation plan of NDT Communication Strategy.</li></ul>	100% Implementation	100% implementation
					Q2: <ul style="list-style-type: none"><li>100% implementation of Q2 requirements of the annual implementation plan of NDT Communication Strategy.</li></ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q3: • 100% implementation of Q3 requirements of the annual implementation plan of NDT Communication Strategy.		
					Q4: • 100% implementation of Q4 requirements of the annual implementation plan of NDT Communication Strategy.		
<b>Strategic Objective:</b> Effective Internal Audit services. <b>Objective Statement:</b> To ensure compliance with the PFMA and good corporate governance practices within the department.							
<b>PPI12. Percentage of completion of approved rolling three (3) year strategic and one (1) year operational plan.</b>							
-	-	-	100% implementation.	100% implementation.	Q1: • 20% implementation of the operational/annual plan.	100% implementation.	100% implementation.
					Q2: • 30% implementation of the operational/ annual plan.		
					Q3: • 25% implementation of the operational/ annual plan.		
					Q4: • 25% implementation of the operational/ annual plan.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Objective:</b> Corporate legal support.							
<b>Objective Statement:</b> To provide corporate legal support and create an enabling policy and legislative environment for tourism growth and development							
<b>PPI13. Percentage compliance with case management requirements.</b>							
-	100% compliance.	None.	100% compliance.	100% compliance.	Q1: • 100% compliance with Litigation Protocol.	100% compliance.	100% compliance.
					Q2: • 100% compliance with Litigation Protocol.		
					Q3: • 100% compliance with Litigation Protocol.		
					Q4: • 100% compliance with Litigation Protocol.		
<b>PPI14. Percentage compliance with agreed service delivery standards.</b>							
-	100% compliance.	None.	100% compliance.	100% compliance.	Q1: • 100% compliance with Legal Services Delivery Charter.	100% compliance.	100% compliance.
					Q2: • 100% compliance with Legal Services Delivery Charter.		
					Q3: • 100% compliance with Legal Services Delivery Charter.		
					Q4: • 100% compliance with Legal Services Delivery Charter.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI15. Percentage compliance with legislative programme of the NDT.							
-	-	-	-	100% compliance.	Q1: • 100% compliance with the Legislative Programme.	100% compliance.	100% compliance.
					Q2: • 100% compliance with the Legislative Programme.		
					Q3: • 100% compliance with the Legislative Programme.		
					Q4: • 100% compliance with the Legislative Programme.		
PPI16. Percentage of tourists' complaints referred to appropriate authorities for a resolution within agreed timeframe.							
-	-	-	-	100% of tourists' complaints referred to appropriate authorities.	Q1: • 100% of tourists' complaints referred to appropriate authorities.	100% of tourists' complaints referred to appropriate authorities.	100% of tourists' complaints referred to appropriate authorities.
					Q2: • 100% of tourists' complaints referred to appropriate authorities.		
					Q3: • 100% of tourists' complaints referred to appropriate authorities.		
					Q4: • 100% of tourists' complaints referred to appropriate authorities.		



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Objective:</b> Economic, efficient and effective use of departmental resources.							
<b>Objective Statement:</b> Advocate for departmental resources and ensure economic, efficient and effective use for the achievement of government priorities and empowerment.							
<b>PPI17. Percentage compliance with financial and supply chain management regulatory requirements.</b>							
-	100% compliance.	None.	100% compliance.	100% compliance.	Q1: • 100% compliance with financial and supply chain management regulatory requirements.	100% compliance.	100% compliance.
					Q2: • 100% compliance with financial and supply chain management regulatory requirements.		
					Q3: • 100% compliance with financial and supply chain management regulatory requirements.		
					Q4: • 100% compliance with financial and supply chain management regulatory requirements.		
<b>PPI18. Percentage procurement from enterprises with BBBEE status level 1–4 contributor.</b>							
-	58%.	59%.	59%.	100%.	Q1: • 100% of expenditure on procurement from BBBEE enterprises.	100%.	100%.
					Q2: • 100% of expenditure on procurement from BBBEE enterprises.		
					Q3: • 100% of expenditure on procurement from BBBEE enterprises.		
					Q4: • 100% of expenditure on procurement from BBBEE enterprises.		

#### 14.1.2 Reconciling Performance Targets with the Budget and the MTEF

##### 14.1.2.1 Expenditure Estimates

###### *Detail per subprogramme and economic classification*

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Outcome			Adjusted appropriation	Medium term estimates		
Rand thousand							
<b>Subprogrammes</b>							
Ministry	28,102	27,544	24,330	32,506	32,955	37,431	39,625
Management	2,848	2,792	8,704	10,661	16,550	17,210	18,222
Cooperate Affairs	51,175	49,124	86,342	120,777	121,538	127,068	134,499
Office Accommodation	3,856	762	36,394	22,000	24,000	24,962	26,427
<b>Total</b>	<b>85,981</b>	<b>80,222</b>	<b>155,770</b>	<b>185,944</b>	<b>195,043</b>	<b>206,671</b>	<b>218,773</b>

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Economic classification	Outcome			Adjusted appropriation	Medium term estimates		
<b>Current payments</b>	<b>85,623</b>	<b>79,810</b>	<b>140,240</b>	<b>160,613</b>	<b>190,936</b>	<b>202,297</b>	<b>214,142</b>
Compensation of employees	<b>51,629</b>	<b>53,913</b>	<b>58,860</b>	<b>84,745</b>	<b>97,392</b>	<b>101,296</b>	<b>107,241</b>
Goods and services	33,994	25,897	81,380	75,638	93,405	100,848	106,738
Communication	1,357	1,620	2,877	1,583	2,513	2,632	2,788
Computer services	1,913	283	8,778	3,630	18,407	19,666	20,840
Consultants and professional services	3,583	457	2,823	4,548	3,682	4,050	4,303
Consultants and professional services: Legal costs	-	-	7	100	-	-	-
Inventory	755	1,234	1,567	3,886	7,120	7,879	8,337
Lease payments	3,856	3,628	3,316	25,332	602	594	624
Travel and subsistence	15,397	12,966	15,128	20,654	12,721	14,365	15,221
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>525</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Households	-	-	525	-	-	-	-
<b>Payments for capital assets</b>	<b>358</b>	<b>412</b>	<b>15,002</b>	<b>25,331</b>	<b>4,107</b>	<b>4,374</b>	<b>4,631</b>
Machinery and equipment	306	408	15,002	25,311	4,041	4,311	4,564
Transport equipment	-	-	1,302	-	-	-	-
Other machinery and equipment	306	408	13,700	25,311	4,041	4,311	4,564
Software and other intangible assets	52	4	-	20	66	63	67
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>85,981</b>	<b>80,222</b>	<b>155,770</b>	<b>185,944</b>	<b>195,043</b>	<b>206,671</b>	<b>218,773</b>

#### 14.1.2.2 Performance and Expenditure Trends

Expenditure increased from R86 million in 2008/09 to R185,9 million in 2011/12, at an average annual rate of 29,3%. The increase is mainly due to an increase in funding for the new office building, which the department took occupation of in 2011, improved conditions of service

and other costs such as internal and external audit fees.

The NDT also purchased furniture, IT and security equipment for the building. Over the medium term, expenditure is expected to increase from R185,9 million to R218,8 million, at an average annual rate of 5,6%, as a result of an increase in funding for the newly created post

of IT chief director and the consumer protection directorate, which is included under legal services.

An amount of R12 million between 2012/13 and 2014/15 has been allocated mainly for consultants to provide support to the NDT's internal audit unit.

## 14.2 Programme 2: Policy and Knowledge Services

### 14.2.1 Strategic Objectives, Programme Performance Indicators (PPI), Annual Targets (2012/13 – 2014/15), and Quarterly Targets 2012/13

**Programme Purpose:** To support sector policy development and evaluation, research and knowledge management, promotion of transformation and responsible tourism.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Improve impact of tourism on the livelihood of all South Africans.							
<b>Goal Statement:</b> To monitor and evaluate the implementation of tourism programmes, tourism strategies and policies.							
<b>Strategic Objective:</b> Monitoring and evaluation of tourism sector performance, strategies and policies.							
<b>Objective Statement:</b> To continuously monitor and evaluate performance of the tourism industry, tourism strategies and policies to inform decision making.							
<b>PPI1. Frequency of the state of tourism reports.</b>							
-	Draft 2009/10 the State of Tourism Report.	Proposal to develop the state of tourism was developed and data sourcing commenced.	1  2010 State Of Tourism Report finalised and published.	1	Q1: • Draft 2011 report developed.  Q2: • Report on Stakeholder consultation on the draft 2011 State of Tourism Report. • Report on stakeholder inputs on proposed indicators for the 2012 State of Tourism.  Q3: • 2011 State of Tourism Report approved. • Draft proposal for 2012 State of Tourism Report developed.  Q4: • Proposal for the 2012 State of Tourism Report approved. • Data collection for 2012 State of Tourism Report commenced.	1	1

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI2. Number of impact evaluation reports for the tourism sector and NDT initiatives.							
-	Report on the Impact of the FIFA World Cup on Tourism.	1	2 <ul style="list-style-type: none"><li>Impact Evaluation of Indaba and Tourism Enterprise partnership.</li><li>Phase One SRI evaluation.</li></ul>	2 Phase Two of SRI evaluation and Etheya awards.	Q1: <ul style="list-style-type: none"><li>Proposals developed.</li></ul> Q2: <ul style="list-style-type: none"><li>Data collection.</li></ul> Q3: <ul style="list-style-type: none"><li>Draft reports developed.</li></ul> Q4: <ul style="list-style-type: none"><li>Reports approved.</li></ul>	2	1
PPI3. NTSS implementation reports.							
-	NTSS	Draft M&E Framework of NTSS developed.	M&E Framework for NTSS finalised.	2011/12 NTSS Annual Progress Report.	Q1: <ul style="list-style-type: none"><li>Draft 2011/12 NTSS Annual Report.</li></ul> Q2: <ul style="list-style-type: none"><li>2011/12 NTSS Report approved.</li><li>Progress report on the implementation of the NTSS for 2012/13.</li></ul> Q3: <ul style="list-style-type: none"><li>Progress report on the implementation of the NTSS for 2012/13.</li></ul> Q4: <ul style="list-style-type: none"><li>Progress report on the implementation of the NTSS for 2012/13.</li></ul>	2012/13 NTSS Annual Progress Report.	2013/14 NTSS Annual Progress Report.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>PPI4. Number of tourism forecasting models developed.</b>							
-	None	None	One (draft forecasting model on jobs) developed.	One (jobs model) finalised.  One (tourist arrivals) initiated.	Q1: • Consultation on the jobs model.  Q2: • Jobs model finalised. • Proposal to develop a forecast model for tourist arrivals developed.  Q3: • Jobs model implemented. • Proposal on the tourist arrivals forecasting model approved.  Q4: • Development of the tourist arrival initiated (drivers identified).	1	1
<b>PPI5. Number of oversight reports on departmental entities and partners.</b>							
-	Agreements with TEP and SAT.	None	M&E framework developed for entities.	Four SAT oversight reports.  Four TEP oversight reports.	Q1: • Report on stakeholder consultation on the implementation of the approved M&E framework for SAT and TEP.  Q2: • Reports on the analysis of quarterly progress reports for TEP and SAT. • Reports on the analysis of 2011/12 annual reports for TEP and SAT.  Q3: • Reports on the analysis of quarterly progress reports for TEP and SAT.	Four SAT oversight reports.  Four TEP oversight reports.	Four SAT oversight reports.  Four TEP oversight reports.



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q4: <ul style="list-style-type: none"> <li>Report on the analysis of SAT draft strategy and APP.</li> <li>Reports on the analysis of quarterly progress reports for TEP and SAT.</li> </ul>		
<b>Strategic Outcome Oriented Goal:</b> Tourism priorities integrated within other sector departments, provincial and local government's planning. <b>Goal Statement:</b> Render policy frameworks, stakeholder management and planning-related support services at provincial and local government level by analysing and participating in their planning processes.							
<b>Strategic Objective:</b> Create an enabling policy environment and improve intergovernmental coordination. <b>Objective Statement:</b> To provide support to provincial and local government, through policy direction and programmes by the end of the financial year.							
<b>PPI6. Number of tourism-related policies, strategies and frameworks reviewed, developed and implemented.</b>							
-	<ul style="list-style-type: none"> <li>Tourism White Paper.</li> <li>Tourism Act.</li> <li>Draft Tourism Amendment to Tourism Act.</li> <li>Growth Path Plan.</li> <li>National and provincial policies.</li> </ul>	2	5 Draft Domestic Tourism Strategy.  Approved Crisis Management Framework.  Approved Intergovernmental and Stakeholder Engagement Framework.  Development of Sector Budget Structure. Report on the review of national policies' implications to tourism development and growth.	3	<i>Resilience strategy initiated.</i>	2	2
					Q1: <ul style="list-style-type: none"> <li>Desktop research to inform the framework for the resilience strategy.</li> </ul>		
					Q2: <ul style="list-style-type: none"> <li>Draft framework for the resilience strategy.</li> <li>Consultation on the draft framework for the resilience strategy.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Framework for the resilience strategy approved.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Draft resilience strategy developed.</li> </ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
				<i>Review of the Tourism Safety &amp; Awareness Strategy (TS&amp;AS).</i>	Q1: • Proposal for the review of the TS&AS developed. Q2: • Data collection for the review of the TS&AS. Q3: • Draft review report for the TS&AS. Q4: • TS&AS review report approved.		
				<i>Quarterly policy watch released.</i>	Q1: • Framework for tourism policy watch. Q2: • Mechanisms for policy watch information sourcing established (including obtaining services of professional agencies). Q3: • First quarterly policy watch release. Q4: • Second quarterly policy watch release.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI7. Framework for the alignment and integration of NTSS at provincial and local government developed and implemented.							
-	-	-	Framework for the budget structure developed.	Budget structure submitted to National Treasury for approval.	Q1: • Approved budget structure submitted to National Treasury.	Support implementation of framework.	Support implementation of framework.
					Q2: -		
					Q3: • Draft report on the extent of implementation of the budget structure by provinces.		
					Q4: • Approved Budget structure implementation report.		
PPI8. Capacity-building programme targeting municipalities initiated.							
-	NTSS.  IDPs Analysis Reports.	None	Local government tourism growth and development support programme.	Tourism Training Programme for Municipalities developed.	Q1: • Local government Indaba concept developed.	Implementation of capacity-building programme.	Progress report on implementation capacity-building of municipalities developed.
					Q2: -		
					Q3: • Local government Indaba held.		
					Q4: • Approved capacity-building programme.		
					Q1: • Terms of reference for the development of a tourism training programme for local government.		
					Q2: • Appointment of institution/s for the development of the local government training programme. • Capacity-building programme launched.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q3: <ul style="list-style-type: none"><li>Progress report on the development of the training programme.</li><li>Consultation on the municipal tourism training programme.</li><li>Initiate the roll out of the programme in district municipalities.</li></ul>		
					Q4: <ul style="list-style-type: none"><li>Roll out of the capacity-building programme in district municipalities.</li></ul>		
			Municipal Tourism Self-assessment tool developed.	Q1: <ul style="list-style-type: none"><li>Draft framework for the tourism self-assessment tool for municipalities.</li></ul>			
				Q2: <ul style="list-style-type: none"><li>Framework for the tourism municipal tourism self-assessment tool approved for consultation.</li></ul>			
				Q3: <ul style="list-style-type: none"><li>Consultation on the municipal tourism self-assessment tool.</li></ul>			
				Q4: <ul style="list-style-type: none"><li>Approved municipal tourism self-assessment tool.</li></ul>			
PPI9. Number of initiatives facilitated to reduce barriers to tourism growth							
-	Airlift Strategy and Implementation Plan.	None	<ul style="list-style-type: none"><li>MoU signed with the Department of Home Affairs (DHA).</li></ul>	2		2	2
				<i>Implementation of the DHA MoU.</i>	Q1: <ul style="list-style-type: none"><li>MoU implementation plan developed.</li></ul>		
					Q2: <ul style="list-style-type: none"><li>Report on the DHA MoU implementation.</li></ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
			<ul style="list-style-type: none"> <li>Review report of the implementation of the Airlift Strategy.</li> </ul>	Annual tourism State of Airlift Report.	Q3: <ul style="list-style-type: none"> <li>Report on the implementation of the DHA MoU.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Report on the implementation of the DHA MoU.</li> </ul>		
					Q1: <ul style="list-style-type: none"> <li>Draft framework for the tourism annual State of Airlift Report developed.</li> </ul>		
					Q2: <ul style="list-style-type: none"> <li>Framework for the tourism State of Airlift Report approved.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Data collection for the State of Airlift Report.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>State of Airlift Report approved.</li> </ul>		
<b>PPI10. Number of initiatives and platforms aimed at improving stakeholder engagement within tourism industry.</b>							
-	Draft Intergovernmental Relations Stakeholder Engagement Framework.	None	2	3		3	3
				Quarterly intergovernmental coordination (working group) meetings convened.	Q1: <ul style="list-style-type: none"> <li>Convene the MIPTECH Working Groups meeting.</li> </ul>		
					Q2: <ul style="list-style-type: none"> <li>Convene the MIPTECH Working Groups meeting.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Convene the MIPTECH Working Groups (Governance and Development) meeting.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Convene the MIPTECH Working Groups (Governance and Development) meeting.</li> </ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
				<i>Electronic stakeholder database.</i>	Q1: <ul style="list-style-type: none"> <li>Framework for the stakeholder database developed.</li> </ul>		
					Q2: <ul style="list-style-type: none"> <li>Approved stakeholder database framework.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Sourcing and populating of information for the stakeholder database.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Sourcing and populating of stakeholder database information.</li> </ul>		
				<i>NDT Stakeholder Engagement Framework implemented</i>	Q1: <ul style="list-style-type: none"> <li>Implementation plan for the Stakeholder Engagement Framework developed.</li> </ul>		
					Q2: <ul style="list-style-type: none"> <li>Report on the implementation of the Stakeholder Engagement Framework.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Report on the implementation of the Stakeholder Engagement Framework.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Report on the implementation of the Stakeholder Engagement Framework.</li> </ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Improved Tourism Sector Research, Information and Knowledge Management.							
<b>Goal Statement:</b> To advance Research, Information and Knowledge Management within the tourism sector.							
<b>Strategic Objective:</b> Provide Knowledge Management for Tourism Sector.							
<b>Objective Statement:</b> To provide adequate Tourism Sector Knowledge and Information Services.							
<b>PPI11. Number of information, knowledge systems and services developed and maintained.</b>							
-	1	4	1 E-Library.	2 Tourism Knowledge Portal.  Electronic Events Calendar.	Q1: <ul style="list-style-type: none"><li>Development of Tourism Knowledge Portal (TKP) and Electronic Events Calendar commenced – Phase One Database Design.</li></ul> Q2: <ul style="list-style-type: none"><li>Development of TKP and Electronic Events Calendar Phase One completed.</li><li>Sign off TKP development Phase One.</li><li>Development of TKP and Electronic Events Calendar Phase Two (Functionality) commenced.</li></ul> Q3: <ul style="list-style-type: none"><li>Development of TKP and Electronic Events Calendar Phase Two (Functionality) completed.</li><li>Sign off of TKP development Phase Two.</li></ul> Q4: <ul style="list-style-type: none"><li>TKP and Electronic Events Calendar –Quality Assurance and Testing.</li><li>TKP and Electronic Events Calendar User Manual developed.</li><li>Users training conducted.</li><li>Final TKP and Electronic Events Calendar – Live.</li></ul>	2	2



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI12. National Visitors Information Framework (NVIF) developed and implemented.							
-	Draft NVIF approved.	National visitors' information framework being consulted with provinces.	NVIF brand developed.	Implementation report.	Q1: <ul style="list-style-type: none"><li>NVIF implementation plan developed.</li><li>VIC workshop conducted on branding and national tourism database requirements.</li><li>Identification of a suitable institution to develop a training module for VICs aligned to the approved framework.</li></ul> Q2: <ul style="list-style-type: none"><li>NVIF Consultation Report developed VIC brand approved.</li><li>National tourism database requirement for VIC concept/plan development commenced.</li><li>Training module development commenced.</li></ul> Q3: <ul style="list-style-type: none"><li>National tourism database requirement for VIC concept/plan developed.</li><li>VIC brand piloted.</li><li>Draft training module developed.</li></ul> Q4: <ul style="list-style-type: none"><li>National tourism database requirements for VIC concept approved.</li><li>Training module for VIC approved.</li><li>NVIC framework implementation report.</li></ul>	Implementation report.	Support the implementation of NVIF.  Progress report on implementation developed.
PPI13. Number of National Tourism Information Gateways (NTIG) operational.							
-	Draft NVIF	None	Framework for NTIG developed.	Two gateways (air ports of entry and land ports of entry) operational.	Q1: <ul style="list-style-type: none"><li>Brand for NTIG developed (draft).</li></ul>	One air port of entry.  Two land ports of entry.	One air port of entry.  Two land ports of entry.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q2: <ul style="list-style-type: none"> <li>Draft NTIG brand approved.</li> <li>Pilot project concept approved.</li> <li>Space planning service provider appointed.</li> <li>Construction/retrofitting plan of two pilot projects approved.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Pilot project mobile structure developed.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Pilot NTIG operational.</li> </ul>		
<b>PPI14. Standardised Knowledge Management Framework (KMF) for the tourism sector developed and implemented.</b>							
-	Draft KMF.	None.	Approved KMF and commence with implementation.	KMF implemented.	Q1: <ul style="list-style-type: none"> <li>KMF implementation plan.</li> <li>Quality Assurance Framework for the national tourism database developed.</li> </ul>	KMF implemented.	KMF implemented.
					Q2: <ul style="list-style-type: none"> <li>Draft framework for the call for tourism business information.</li> <li>Audit of the national tourism database commenced.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Knowledge Management Audit of (tools) within the sector.</li> <li>Consultation on the draft call for tourism business information framework.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Knowledge Management Tools Audit Report.</li> <li>National Tourism Database Audit Report.</li> <li>KMF implementation report.</li> <li>Final draft, call for tourism business information framework (pending enactment of the Tourism Bill).</li> </ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Objective:</b> To professionalise tourist guiding services.							
<b>Objective Statement:</b> Implementation of tourism guiding strategy to professionalise tourist guiding.							
<b>PPI15. Feasibility of regulating cross-border tourists guiding activities between SADC countries that share borders with RSA investigated.</b>							
-	-	Tourist guiding strategy.	Draft framework on harmonising guiding standards.	Feasibility study report.	Q1: • Proposal for the feasibility study developed.	MoU with one1 neighbouring country on the harmonisation of tourist guiding across the borders.  Draft framework updated and approved.	Implementation of the MoU.
					Q2: • Consultation and data collection for the feasibility study.		
					Q3: • Draft report for the feasibility study.		
					Q4: • Feasibility study report approved.		
<b>PPI16. Ensure compliance with the tourist guiding legislation and regulations.</b>							
-	-	Tourist guiding strategy.	Strategy to professionalise tourist guiding.	Integration of tourist guiding module into the law enforcement agencies training programme.	Q1: • Terms of reference for commissioning of the development of the training module for tourist guiding law enforcement developed.	Training reports.	Training reports.
					Q2: • Commission the development of the training module for tourist guiding law enforcement.		
					Q3: • Training module approved.		
					Q4: • Agreement with law enforcement agencies to incorporate tourist guiding module into their training material finalised.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
				Create awareness on tourist guiding registration.	Q1: <ul style="list-style-type: none"> <li>• Identification of illegal guiding hotspots.</li> <li>• Awareness material developed.</li> </ul> Q2: <ul style="list-style-type: none"> <li>• Media-based consumer awareness on guiding requirements.</li> <li>• Community-based awareness at identified illegal guiding hotspots.</li> </ul> Q3: <ul style="list-style-type: none"> <li>• Community-based awareness at identified illegal guiding hotspots.</li> <li>• Media-based consumer awareness on guiding requirements.</li> </ul> Q4: <ul style="list-style-type: none"> <li>• Media-based consumer awareness on guiding requirements.</li> <li>• Community-based awareness at identified illegal guiding hotspots.</li> </ul>	Create awareness on tourist guiding registration.	Create awareness on tourist guiding registration.
<b>PPI17. Development and integration of standards for tourists guiding.</b>							
-	-	Tourist guiding strategy.	Strategy to professionalise tourist guiding.	Report on the implementation of the training recommendations in the professionalization of tourist guides strategy.	Q1: Tourist Guiding Training recommendations as per the Tourist Guiding Strategy incorporated in the NDT's MoU with CATHSSETA. Q2: <ul style="list-style-type: none"> <li>• MoU signed with CATHSSETA.</li> </ul> Q3: <ul style="list-style-type: none"> <li>• Report on the MoU implementation.</li> </ul> Q4: <ul style="list-style-type: none"> <li>• Report on the MoU implementation.</li> </ul>	Skills development reports.	Skills development reports.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI18. Protocol for reporting standardised.							
-	-	Tourist guiding strategy.	Audit of the tourist guides register system and database.	Implementation of the audit recommendation initiated.	Q1: • Implementation plan for the audit recommendation. • First provincial registrars meeting held. Q2: • Report on the implementation of the audit recommendations. • Second provincial registrars meeting held. Q3: • Report on the implementation of the audit recommendations. • Third provincial registrars meeting held. Q4: • Report on the implementation of the audit recommendations. • Fourth provincial registrars meeting held.	System reports.	System reports.
PPI19. Rules of engagement and guidelines between the NDT and tourist guiding stakeholders.							
-	-	Tourist guiding strategy.	Strategy to professionalise tourist guiding.	MoU on rules of engagement with stakeholders.	Q1: • Draft rules of engagement developed. Q2: • Consultation on the rules of engagement. Q3: • Rules of engagement approved. Q4: • MoU signed with representative stakeholders.	Implementation of MoU on rules of engagement with stakeholders.	Implementation of MoU on rules of engagement with stakeholders.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Objective:</b> Manage and conduct tourism research to inform tourism growth and development.							
<b>Objective Statement:</b> To examine best practices and ensure proper execution of research for tourism growth and development.							
<b>PPI20. Number of research studies initiated and conducted.</b>							
-	Cruise Tourism Research.  Global Competitiveness Study.  South African Tourism Portfolio Review.	3	Two conducted.  Two initiated.	Five research studies conducted through universities.	Q1: • Terms of Reference on commissioned research to universities developed.	Five research studies conducted through universities.	Five research studies conducted through universities.
					Q2: • Facilitate quality assurance of research proposal.		
					Q3: • Progress report on research projects commissioned.		
					Q4: • Research reports received and submitted for approval.		
				Two research studies conducted internally.	Q1: • Reports on the skills needs and economic case approved. • Draft proposals for two research studies developed.	Two research studies conducted internally.	Two research Studies conducted internally.
					Q2: • Quality assurance of research proposals.		
					Q3: • Progress report on data collection.		
					Q4: • Reports compiled and approved.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI21. Number of baseline studies conducted on tourism indicators identified in the NTSS.							
-	NTSS	3	3	3	Q1: • Draft proposals for two research studies developed.  Q2: • Quality assurance of research proposals.  Q3: • Progress report on data collection.  Q4: • Reports on baseline studies approved.	3	3
PPI22. Standardised Research Framework for the tourism sector developed and implemented.							
-	Draft Research Framework.	Draft national and provincial indicators finalised and approved.  Draft Research Framework developed.	Approved Research Framework.  Commence with implementation.	Progress on implementation of the Research Framework.	Q1: • Draft national research agenda for the medium term compiled.  Q2: • Consultation on the draft national research agenda.  Q3: • Approved national research agenda.  Q4: • Progress report on the implementation of the national research agenda compiled.	Implementation and update of the Research Framework.	Implementation of the Research Framework.  Progress report on implementation of the Research Framework.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
				Indicator table.	Q1: <ul style="list-style-type: none"> <li>Progress report on the populated indicator table compiled.</li> </ul>	Progress reports.	Progress reports.
					Q2: <ul style="list-style-type: none"> <li>Consolidated indicator table report compiled.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Report on stakeholder inputs.</li> <li>Draft indicator table document compiled.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Indicator table approved.</li> </ul>		
				<ul style="list-style-type: none"> <li>Proposal on the establishment of the tourism journal.</li> <li>Tourism research colloquium.</li> </ul>	Q1: <ul style="list-style-type: none"> <li>Concept document for the development of a tourism research journal compiled.</li> </ul>	Progress reports.	Progress reports.
					Q2: <ul style="list-style-type: none"> <li>Progress report on stakeholder consultation.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Journal accreditation facilitated.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Draft proposal for the development of a tourism research journal submitted for approval.</li> <li>Tourism research colloquium held.</li> </ul>		



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Increased contribution of tourism sector to inclusive economic participation. <b>Goal Statement:</b> Facilitation of compliance to the gazetted tourism charter by identified tourism sub-sectors.							
<b>Strategic Objective:</b> Increase compliance with the gazetted tourism charter. <b>Objective Statement:</b> To promote implementation of the gazetted tourism charter, alignment of PPPFA and BBBEE and verification of compliance by tourism accredited agencies.							
<b>PPI23. Number of reports on the tourism enterprises using tourism sector verification scorecard.</b>							
-	Monitoring criteria in place.	System developed.	Monitoring criteria in place (dti).	Two reports (biannual).	Q1: • Progress report on the uptake of the verification system.	System implementation.	System implementation and reporting.
					Q2: • Awareness creation.		
					Q3: • Awareness creation.		
					Q4: • Progress report on the uptake of the verification system.		
<b>PPI24. Annual report published on public sector spend on empowered tourism goods and services.</b>							
-	-	-	-	One Annual Report.	Q1: • Proposal developed.	1	1
					Q2: • Fieldwork (data collection).		
					Q3: • Draft report.		
					Q4: • Report completed.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI25. Number of reports on the extent of empowerment from PPPs, concessions, and assets disposal by state entities in tourism.							
-	-	-	-	1	Q1: • Proposal developed.	1	1
					Q2: • Fieldwork (data collection).		
					Q3: • Draft report.		
					Q4: • Report completed.		
PPI26. Number of reports on the state of sector transformation.							
-	-	-	-	1	Q1: • Develop proposal to update the Baseline Study on state of sector transformation.	-	1
					Q2: • Stakeholder consultation on the proposal (and the previous studies). • Proposal finalised.		
					Q3: • Fieldwork (data collection).		
					Q4: • Report completed.		
PPI27. Tourism BEE Charter Council established and operational							
-	-	-	-	Charter Council with functional secretariat.	Q1: • Institutional mechanisms (secretariat, appointment of the Council & draft Constitution compiled). • Announce appointment of Charter Council (inaugural meeting).	Charter Council with functional secretariat.	Charter Council with functional secretariat.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q2: <ul style="list-style-type: none"> <li>Draft Council meeting plan.</li> <li>Council meeting report.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Council meeting report.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Council meeting report.</li> <li>Annual report on the state of tourism sector transformation approved and submitted to the dti's presidential BEE advisory council.</li> </ul>		
<b>Strategic Outcome Oriented Goal:</b> Improved levels of competitiveness and sustainability in the tourism sector. <b>Goal Statement:</b> To promote responsible tourism best practices to inculcate a culture of responsible tourism in South Africa.							
<b>Strategic Objective:</b> To promote Responsible Tourism best practice. <b>Objective Statement:</b> To provide a framework for implementation of Responsible Tourism and effective tourism response to climate change.							
<b>PPI28. Development and implementation of the National Minimum Standards for Responsible Tourism (NMSRT) accreditation system for certification agencies facilitated.</b>							
-	No accreditation system for NMSRT in place.  Draft NMSRT standard in place.	NMSRT has been published as a SA national standard on 28 March 2011.	SANAS-approved accreditation system in place.	Develop incentives to encourage implementation.	Q1: <ul style="list-style-type: none"> <li>Review of current incentives conducted.</li> <li>Progress report.</li> </ul>	Roll out of tourism incentives to encourage implementation (monitoring of implementation).	Monitoring and production of report on implementation of NMSRT.
					Q2: <ul style="list-style-type: none"> <li>Draft recommendations developed and stakeholder consultation.</li> <li>Progress report.</li> </ul>		
					Q3: <ul style="list-style-type: none"> <li>Draft incentive proposal developed.</li> </ul>		
					Q4: <ul style="list-style-type: none"> <li>Incentive package approved.</li> </ul>		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
				Develop toolkits for certification agencies and tourism businesses.	Q1: <ul style="list-style-type: none"> <li>Draft interpretation manual developed.</li> <li>Draft self-assessment tool developed.</li> </ul> Q2: <ul style="list-style-type: none"> <li>Stakeholder consultation on interpretation manual and self-assessment tool conducted.</li> </ul> Q3: <ul style="list-style-type: none"> <li>Draft interpretation manual and self-assessment tool submitted for review.</li> </ul> Q4: <ul style="list-style-type: none"> <li>Interpretation manual and self-assessment tool approved.</li> </ul>	Implementation of the toolkit for certification agencies and tourism businesses (monitoring of implementation).	Facilitate revision of NMSRT with SABS.
<b>PPI29. Development and implementation of the National Responsible Tourism Strategy.</b>							
-	No comprehensive National Responsible Tourism Strategy.	None	National Responsible Tourism Strategy developed including annual action plan.	State of Responsible Tourism Report for hospitality sub-sector (implementation readiness assessment).	Q1: <ul style="list-style-type: none"> <li>Proposal to develop the State of Responsible Tourism Report developed and approved.</li> </ul> Q2: <ul style="list-style-type: none"> <li>Data collection.</li> </ul> Q3: <ul style="list-style-type: none"> <li>Draft report.</li> </ul> Q4: <ul style="list-style-type: none"> <li>Final report approved.</li> </ul>	Progress report on the implementation of National Responsible Tourism Strategy.	Implement Phase One of annual action plan.  Progress report on the implementation of the National Responsible Tourism Strategy.
<b>PPI30. National tourism response programme for climate change developed and implemented.</b>							
-	No comprehensive response plan.	None	National Climate Change and Tourism Action Plan developed.	Implementation of Phase One of the action plan.	Q1: <ul style="list-style-type: none"> <li>Draft Voluntary Accord for the tourism industry to reduce carbon footprint developed.</li> </ul> Q2: <ul style="list-style-type: none"> <li>Report on potential Green House Gas (GHG) emissions management tools prepared.</li> </ul> Q3: <ul style="list-style-type: none"> <li>Draft Voluntary Accord and GHG emissions.</li> <li>Management report presented for review.</li> <li>Facilitate the implementation of the assessment guidelines.</li> </ul>	Implementation of Phase Two of the action plan.	Implementation of Phase Three of the action plan.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q4: • Voluntary Accord and the emissions management tool approved.		
<b>PPI31. Community participation programme developed and implemented.</b>							
-	No framework for community participation.	None.	Develop framework for community participation.	Develop community capacity-building initiative for sustainable tourism.	Q1: • Review existing community participation models.	Identify areas for community beneficiation.	Capacitate one community in five provinces.
					Q2: • Consult key stakeholders. • Report on existing community participation models compiled.	Capacitate one community in each province.	
					Q3: • Draft framework for Community Participation Framework developed.		
					Q4: • Community Participation Framework approved.		
<b>PPI32. Tourism Universal Accessibility (UA) Action Plan developed and implemented.</b>							
-	No comprehensive UA Action Plan.	None.	Tourism UA Action Plan and declaration developed.	Conduct research on number and quality of Tourism UA-compliant establishments and attractions.	Q1: • Desktop study of Institutions conducting UA assessments in tourism.	Develop a pilot project for implementation of tourism UA-compliant city destination.	Progress report on implementation of UA Action Plan and status of Tourism UA compliant city destination.
					Q2: • UA-compliant establishments' database compiled.		
					Q3: • Develop a quality self-assessment tool for UA-compliant establishments.		
					Q4: • Produce report on UA compliance of top attraction and meeting venues.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
				Develop framework and requirements for UA-compliant city destination.	Q1: • Conduct research on criteria for a tourism UA-compliant city destination. Q2: • Develop draft criteria for a tourism UA-compliant city destination. Q3: • Consult on criteria for a tourism UA-compliant city destination. Q4: • Report on Framework for Tourism UA-compliant city destination approved.	Develop incentives for UA compliance.	Implement incentives for UA compliance.

#### 14.2.2 Reconciling Performance Targets with the Budget and the MTEF

##### 14.2.2.1 Expenditure Estimates

##### *Detail per subprogramme and economic classification*

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcome			Adjusted appropriation	Medium term estimates		
Rand thousand							
<b>Subprogrammes</b>							
Policy and Knowledge Services Management	-	-	1,835	3,839	3,377	3,565	3,772
Policy Development and Evaluation	13,641	10,360	5,078	10,707	18,122	17,625	18,684
Research and Knowledge Management	4,300	4,621	5,643	12,353	13,192	14,228	15,064
South African Tourism	582,135	699,489	631,685	668,613	753,303	825,977	870,476
<b>Total</b>	<b>600,076</b>	<b>714,470</b>	<b>644,241</b>	<b>695,512</b>	<b>787,994</b>	<b>861,395</b>	<b>907,996</b>

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Economic classification	Audited Outcome			Adjusted appropriation	Medium term estimates		
<b>Current payments</b>	<b>17,941</b>	<b>14,981</b>	<b>12,405</b>	<b>26,540</b>	<b>34,064</b>	<b>34,901</b>	<b>36,956</b>
Compensation of employees	7,392	9,233	6,768	14,590	21,954	22,834	24,174
Goods and services	<b>10,549</b>	<b>5,748</b>	<b>5,637</b>	<b>11,926</b>	<b>12,101</b>	<b>12,058</b>	<b>12,772</b>
Communication	107	35	141	146	324	290	305
Computer services	275	12	550	423	1,270	1,007	1,077
Consultants and professional services	346	939	1,776	4,955	1,705	3,359	3,556
Inventory			185	646	503	525	555
Lease payments	100	30	69	225	91	94	99
Travel and subsistence	7,047	1,773	1,768	3,471	3,857	4,255	4,505
<b>Transfers and subsidies</b>	<b>582,135</b>	<b>699,489</b>	<b>631,685</b>	<b>668,613</b>	<b>753,303</b>	<b>825,977</b>	<b>870,476</b>
Departmental agencies and account	582,135	699,489	631,685	668,613	753,303	825,977	870,476
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>151</b>	<b>359</b>	<b>627</b>	<b>517</b>	<b>564</b>
Machinery and equipment	-	-	151	334	627	517	564
Software and other intangible assets	-	-	-	25	-	-	-
<b>Total</b>	<b>600,076</b>	<b>714,470</b>	<b>644,241</b>	<b>695,512</b>	<b>787,994</b>	<b>861,395</b>	<b>907,996</b>

#### 14.2.2.2 Performance and Expenditure Trends

The bulk of this programme's expenditure is transferred to South African Tourism (SAT). Expenditure increased from R600,1 million in 2008/09 to R695,5 million in 2011/12, at an average annual rate of 5%, due to an increase in transfers to SAT in preparation for the 2010 FIFA World Cup and the opening of a new office in Angola. Over the medium term,

expenditure is expected to increase to R908 million, at an average annual rate of 9,3%, due to the expectation of an increased number of tourists from other African countries.

Additional allocations to SAT are to grow the number of tourists visiting from other African states. It is expected that SAT will increase the number of international tourist arrivals per year from 10,3 million in 2011/12 to 12,6 million

in 2014/15.

An amount of R8,7 million between 2012/13 and 2014/15 is allocated for spending on consultants to support the development of the visitor information centre brand and national tourism information gateway space planning.

### 14.3 Programme 3: International Tourism

#### 14.3.1 Strategic Objectives, Programme Performance Indicators (PPI), Annual Targets (2012/13 – 2014/15), and Quarterly Targets 2012/13

**Programme Purpose:** To provide strategic political and policy direction for the development of South Africa's tourism potential throughout various regions of the world.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Increased contribution of the tourism sector to inclusive economic growth.							
<b>Goal Statement:</b> Increased contribution of the tourism sector to economic growth through analysis of international markets and strategic interventions.							
<b>Strategic Objective:</b> To provide international tourism market analysis to inform strategic interventions.							
<b>Objective Statement:</b> To develop country/region specific profiles on tourism related indicators and response plans.							
<b>PPI1. Number of country profiles developed and updated per year.</b>							
-	-	-	None.	180	Q1: • Profiles for countries with SA missions (106) developed and updated.	180	180
					Q2: • Profiles for countries in which SA does not have missions (74) developed and updated.		
					Q3: • Draft analysis report for 180 country profiles.		
					Q4: • 180 country profiles developed and updated (including analysis).		
<b>PPI2. Number of regional profiles developed and updated per year.</b>							
-	-	-	None.	2	Q1: • Template for regional profile developed.	Four additional.	Eight additional.
					Q2: • Template populated with information for two regions.		
					Q3: • Analysis reports for two regions developed.		
					Q4: • Two regional profiles developed and updated.		



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI3. Market intervention toolkit developed.							
-	-	-	None.	Concept document developed.	Q1: • Scoping document completed.	Phase One of the recommendations in the concept document implemented.	Phase Two of the recommendations in the concept document implemented.
					Q2: • Draft concept document developed.		
					Q3: • Report on consultation with stakeholders.		
					Q4: • Concept document developed.		
PPI4. Number of strategic interventions introduced for selected tourism markets.							
-	-	-	None.	-	Q1: • Not applicable.	Four additional.	Eight additional.
					Q2: • Not applicable.		
					Q3: • Not applicable.		
					Q4: • Not applicable.		
PPI5. Number of SA missions abroad supported for tourism mainstreaming.							
-	-	-	None.	4	Q1: • Internal needs analysis report.	Eight additional.	Twelve additional.
					Q2: • Needs questionnaire circulated to SA missions.		
					Q3: • Programme for support activities developed.		
					Q4: • Four status reports of SA mission supported.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Strengthened Regional, Africa and International collaboration and partnership.							
<b>Goal Statement:</b> Strengthened Regional, Africa and International collaboration and partnerships through bilateral and multilateral engagements.							
<b>Strategic Objective:</b> To utilise bilateral and multilateral engagements to advance the tourism national, regional, Africa and global agenda.							
<b>Objective Statement:</b> To effectively negotiate and facilitate implementation of international agreements related to tourism and facilitate participation in multilateral fora.							
<b>PPI6. Annual report on international (bilateral/multilateral) agreements and strategic national priorities facilitated.</b>							
-	-	-	None.	1	Q1: • Report on the status of agreements. • Stakeholder needs report on priorities.	1	1
					Q2: • Action plan developed.		
					Q3: • Stakeholder consultation report.		
					Q4: • Annual report on international agreements and strategic national priorities facilitated.		
<b>PPI7. Number of multilateral fora for which participation is supported.</b>							
-	-	-	5	7	Q1: • Baseline document of the status of the five multilateral fora NDT participated in.	Eight (one additional).	Nine (one additional).
					Q2: • Strategy document for the participation in seven multilateral fora.		
					Q3: • Approval of recommendations in strategy document.		
					Q4: • Reports on seven multilateral fora supported.		

## 14.3.2 Reconciling Performance Targets with the Budget and the MTEF

### 14.3.2.1 Expenditure Estimates

#### *Detail per subprogramme and economic classification*

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Rand thousand	Audited Outcome			Adjusted appropriation	Medium term estimates		
<b>Subprogrammes</b>							
International Tourism Management	11,505	6,712	8,991	11,622	3,945	4,176	4,434
Americas and Caribbean	-	1,500	5,083	7,518	11,490	11,966	12,664
Europe	-	-	3,748	6,018	9,244	9,599	10,157
Africa and Middle East	-	2,500	5,248	4,271	12,768	13,310	14,086
Asia and Australasia	-	-	3,318	4,271	9,387	9,747	10,314
<b>Total</b>	<b>11,505</b>	<b>10,712</b>	<b>26,388</b>	<b>33,700</b>	<b>46,834</b>	<b>48,798</b>	<b>51,655</b>

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Economic classification	Audited Outcome			Adjusted appropriation	Medium term estimates		
<b>Current payments</b>	<b>11,505</b>	<b>6,712</b>	<b>22,813</b>	<b>31,700</b>	<b>40,898</b>	<b>42,504</b>	<b>44,974</b>
Compensation of employees	4,131	3,184	8,051	11,134	25,723	26,754	28,326
Goods and services	<b>7,375</b>	<b>3,528</b>	<b>14,762</b>	<b>20,566</b>	<b>15,162</b>	<b>15,737</b>	<b>16,631</b>
Communication	46	122	6	80	568	625	686
Computer services	28	112	50	7,968	-	-	-
Consultants and professional services	5,565	1,871	2,328	8,332	2,156	1,456	1,384
Inventory	30		606	356	953	1,052	1,150
Lease payments	29	-	22	20	73	82	87
Travel and subsistence	1,010	695	7,579	2,153	8,013	8,816	9,286
<b>Transfers and subsidies</b>	<b>-</b>	<b>4,000</b>	<b>3,265</b>	<b>2,000</b>	<b>5,250</b>	<b>5,539</b>	<b>5,864</b>
Foreign governments and international organisations	-	4,000	3,265	2,000	5,250	5,539	5,864
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>310</b>	<b>-</b>	<b>686</b>	<b>755</b>	<b>817</b>
Machinery and equipment	-	-	310	-	686	755	817
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>11,505</b>	<b>10,712</b>	<b>26,388</b>	<b>33,700</b>	<b>46,834</b>	<b>48,798</b>	<b>51,655</b>

#### 14.3.2.2 Performance and Expenditure Trends

Expenditure increased from R11,5 million in 2008/09 to R33,7 million in 2011/12, at an average annual rate of 43,1%. The increase is mainly due to the transfer of the international relations chief directorate from the Administrative programme to this programme.

Over the medium term, expenditure is projected to increase to R51,7 million, at an average annual rate of 15.3%, as a result of the newly created sub-programmes and the inclusion of membership fees for internal organisations within the sub-programme. These fees were previously budgeted for in the Administrative programme. As this is a new programme, it does not have historical performance information.

Expenditure on travel and subsistence is expected to increase from R2,2 million in 2011/12 to R9,3 million in 2014/15, at an average rate of 62.8%. Officials are expected to travel extensively both locally and internationally as part of their responsibilities. R5 million is allocated for spending on consultants between 2012/13 and 2014/15.

#### 14.4 Programme 4: Domestic Tourism

##### 14.4.1 Strategic Objectives, Programme Performance Indicators (PPI), Annual Targets (2012/13 – 2014/15), and Quarterly Targets 2012/13

**Programme Purpose:** To provide political, policy and strategic direction for the development and growth of sustainable domestic tourism throughout South Africa.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
<b>Strategic Outcome Oriented Goal:</b> Increase contribution of the tourism sector to inclusive economic growth.							
<b>Goal Statement:</b> Profile regions and develop appropriate support packages that respond to tourism development and growth needs.							
<b>Strategic Objective:</b> : To facilitate the implementation of appropriate support packages for regions.							
<b>Objective Statement:</b> Develop profiles to inform support packages and coordinate implementation with appropriate authorities.							
<b>PPI1. Number of provincial profiles developed.</b>							
-	-	-	0	Nine provincial profiles.	Q1: • Nine draft provincial profiles.	Nine profiles updated.	Nine profiles updated.
					Q2: • Nine draft provincial profiles.		
					Q3: • -		
					Q4: • -		
<b>PPI2. Number of regional support packages delivered, informed by relevant strategies (e.g. rural strategy) per year.</b>							
-	-	-	0	Two regional support packages developed.	Q1: • -	Two support packages delivered.	Two support packages delivered.
					Q2: • -		
					Q3: • Draft regional support packages		
					Q4: • Two regional support packages developed.		
				National Domestic Tourism campaign initiated.	Q1: • Development of an action plan for the national campaign.	Implementation of the Domestic Tourism Strategy.	Implementation of the Domestic Tourism Strategy.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q2: • Consultation on the action plan for the campaign.		
					Q3: • Implementation of the Domestic Tourism Campaign.		
					Q4: • Implementation of the Domestic Tourism Strategy.		
<b>Strategic Objective:</b> : To facilitate the implementation of national tourism imperatives							
<b>Objective Statement:</b> Drive the implementation of programmes that are responsive to national development socio-economic policies.							
<b>PPI3. Number of tourism products supported through the social responsibility funding (EPWP).</b>							
-	-	-	45	50 funded.	Q1: • 50 – non-cumulative.	50 funded.	50 funded.
					Q2: • 50 – non-cumulative.		
					Q3: • 50 – non-cumulative.		
					Q4: • 50 – non-cumulative.		
<b>PPI4. Number of national programmes supported.</b>							
-	-	-	National Tourism Career Expo 2011.	National Tourism Career Expo 2012.	Q1: • Draft NTCE Partner Memorandum of Agreement (MoA) for Terms of Reference (ToR) developed.	National Tourism Career Expo 2013.	National Tourism Career Expo 2014.
					Q2: • Project plan in place. • MoA signed. • Strategy and Project Plan approved.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q3: • Project Plan implemented. • NTCE 2012 staged.		
					Q4: • Draft report in place.		
			-	Curriculum analysis report.	Q1: • Facilitate analysis of the curriculum.	Curriculum analysis report.	Curriculum analysis report.
					Q2: • Curriculum and evaluation done.		
					Q3: • Facilitate analysis of the curriculum.		
					Q4: • Curriculum Analysis and Evaluation Report done.		
			Nine tourism educator programmes facilitated.	Nine educator capacity-development seminars held.	Q1: • Educator seminar planning and schedule in place.	Nine educator capacity-development seminars held.	Nine educator capacity-development seminars held.
					Q2: • Workshops and educator seminars in four provinces.		
					Q3: • Educator seminars in five provinces.		
					Q4: • Educator Seminars Report.		
			4	Six annual tourism leadership dialogues facilitated.	Q1: • One dialogue.	Six annual tourism leadership dialogues facilitated.	Six annual tourism leadership dialogues facilitated.

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q2: • Two dialogues.		
					Q3: • Two dialogues.		
					Q4: • One dialogue.		
			Tourism Generic Service Excellence Standards and Norms facilitated.	Service Excellence Requirements implemented.	Q1: • Booklet on Tourism Generic Service Excellence Requirements in place.	Developed norms and standards for service excellence.	Create awareness of norms and standard for service excellence.
					Q2: • First draft criteria and indicators for service excellence norms and standards done. • Self-assessment toolkit in place.		
					Q3: • Final criteria and indicators for service excellence norms and standards done.		
					Q4: • Service Excellence Token of Excellence for grading purpose in place.		
				Implementation of Phase Two based on the recommendations of the strategy – national campaign.	Q1: • Report on the implementation of the Service Excellence National Campaign in place (Phase Two).	Report on the analysis of the campaign.	Awareness creation report (as per recommendations of the analysis report).



Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q2: • Report on the implementation of the Service Excellence National Campaign in place (Phase Three – Associations).		
					Q3: • Report on the implementation of the Service Excellence National Campaign in place (Phase Three – Public Sector).		
					Q4: • Consolidated Report on the Service Excellence National Campaign in place.		
<b>Strategic Objective:</b> To provide support to SMME for economic development and job creation.							
<b>Objective Statement:</b> To fund and monitor performance of the Tourism Enterprise Programme (TEP) for SMME development.							
<b>PPI5. Number of rural enterprises supported per year.</b>							
-	-	-	500	530	Q1: • 129 enterprises supported.	530	0
					Q2: • 132 enterprises supported.		
					Q3: • 134 enterprises supported.		
					Q4: • 135 enterprises supported.		
<b>PPI6. Number of enterprises supported to grow through mentorship.</b>							
-	-	-	25	50	Q1: • 50 enterprises identified for mentorship.		
					Q2: • 50 prepared for mentorship through training.		
					Q3: • 50 enterprises mentored.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
					Q4: • 50 enterprises mentored.		
PPI7. Number of businesses supported with market access.							
-	-	-	160	170	Q1: • 90 enterprises supported.	180	0
					Q2: • -		
					Q3: • 40 enterprises supported.		
					Q4: • 40 enterprises supported.		
PPI8. Number of members of designated groups (Historically Disadvantaged Enterprises, HDEs) supported per year.							
-	-	-	3 150	3 351 HDE enterprises supported.	Q1: • 838 enterprises supported.	3 365	0
					Q2: • 837 enterprises supported.		
					Q3: • 838 enterprises supported.		
					Q4: • 838 enterprises supported.		
PPI9. Number of enterprises trained (skills development, tourism awareness, customer service, toolkits and business skills).							
-	-	-	3 000	3 250	Q1: • 825 enterprises trained.	3250	0
					Q2: • 895 enterprises trained.		
					Q3: • 765 enterprises trained.		
					Q4: • 765 enterprises trained.		

Audited/Actual Performance			Estimated Performance 2011/12	Medium-Term Targets			
2008/09	2009/10	2010/11		2012/13	2012/13 Quarterly Targets	2013/14	2014/15
PPI10. Number of full-time equivalent jobs supported through enterprise partnership per year.							
-	-	-	5 000	5 000	Q1: • 1 000	5 000	-
					Q2: • 1 600		
					Q3: • 1 200		
					Q4: • 1 200		
Strategic Objective: Create employment opportunities by implementing tourism projects targeted at the unemployed. Objective Statement: To implement labour-intensive tourism projects targeting the unemployed, youth, women and people with disabilities.							
PPI11. Number of FTE jobs created through the social responsibility programme (Expanded Public Works Programme, EPWP) per year.							
-	5 671	8 090	5 270	5 054	Q1: • 758	5 889	6 003
					Q2: • 1 011		
					Q3: • 1 516		
					Q4: • 1 769		

**14.4.2 Reconciling Performance Targets with the Budget and the MTEF****14.4.2.1 Expenditure Estimates***Detail per subprogramme and economic classification*

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Rand thousand	Audited Outcome			Adjusted appropriation	Medium term estimates		
<b>Subprogrammes</b>							
Domestic Tourism Management	3,000	7,000	9,863	6,289	11,007	11,484	12,699
Domestic Tourism Management: Southern Region	12,208	15,116	5,853	9,723	11,852	12,325	13,053
Domestic Tourism Management: Northern Region	-	-	11,185	11,148	12,177	12,663	13,411
Social Responsibility Implementation	420,105	266,001	270,176	302,669	277,414	312,024	330,744
Strategic Partners in Tourism	69,366	52,097	20,000	20,000	25,000	30,000	31,760
<b>Total</b>	<b>504,679</b>	<b>340,214</b>	<b>317,077</b>	<b>349,829</b>	<b>337,450</b>	<b>378,496</b>	<b>401,667</b>

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Economic classification	Audited Outcome			Adjusted appropriation	Medium term estimates		
<b>Current payments</b>	<b>66,900</b>	<b>36,241</b>	<b>38,409</b>	<b>53,658</b>	<b>65,195</b>	<b>63,279</b>	<b>68,413</b>
Compensation of employees	43,276	23,301	26,573	34,113	35,514	37,493	39,695
Goods and services	<b>23,624</b>	<b>12,940</b>	<b>11,836</b>	<b>19,545</b>	<b>29,652</b>	<b>25,760</b>	<b>28,691</b>
Communication	521	624	509	508	605	597	689
Computer services	522	749	3	32	5	4	4
Consultants and professional services	2,073	1,042	1,500	3,451	2,316	515	1,069
Inventory	271		1,296	1,348	2,042	1,705	1,845
Lease payments	358	100	143	140	217	183	194
Travel and subsistence	11,268	4,904	5,518	8,032	13,918	12,329	13,305
<b>Transfers and subsidies</b>	<b>437,779</b>	<b>303,973</b>	<b>277,368</b>	<b>294,896</b>	<b>270,492</b>	<b>313,595</b>	<b>331,536</b>
Non-profit institutions	72,366	59,097	27,664	22,700	27,725	32,868	34,797
Households	365,413	244,876	249,704	272,196	242,767	280,727	296,739
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>1,300</b>	<b>1,275</b>	<b>1,763</b>	<b>1,622</b>	<b>1,718</b>
Machinery and equipment	-	-	1,300	1,275	1,695	1,564	1,656
Software and other intangible assets	-	-	-	-	68	58	62
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>504,679</b>	<b>340,214</b>	<b>317,077</b>	<b>349,829</b>	<b>337,450</b>	<b>378,496</b>	<b>401,667</b>

#### 14.4.2.2 Performance and Expenditure Trends

Expenditure decreased from R504,7 million in 2008/09 to R349,8 million in 2011/12, at an average annual rate of 11,5%, due to a decrease in funding for the EPWP. This is a new programme and therefore does not have historical

performance information to compare with. Over the MTEF period, the budget will focus on creating FTE jobs through the social responsibility implementation. In 2010/11, the Social Responsibility Implementation programme created 8 090 FTE jobs and implemented 25 390 accredited training person days. Over the medium term, expenditure

is expected to increase to R401,7 million, at an average annual rate of 4,7%, mainly due to increased funding for the implementation of the EPWP. R3,8 million is allocated between 2012/13 and 2014/15 for spending on consultants to provide support for business and advisory services.

## SECTION 3: ANNEXURES



Blyde River Canyon, Mpumalanga Province, South Africa *(Sourced from SATourism)*

## ANNEXURE 1: SERVICE DELIVERY IMPROVEMENT PROGRAMME

Key Services	Service Beneficiary	Current Standard		Desired Standard		
		2011/12		2012/13	2013/14	2014/15
Access to departmental website.	Public	<b>Quantity</b>	None.	None.	None.	None.
		<b>Quality</b>	97% up-time of services.  Updated content information.	97% up-time of services and 3% service time.  Redevelopment of website architecture.  Updated content information.	97% up-time of services and 3% service time.  Updated content information.	97% up-time of services and 3% service time.  Updated content information.
		Consultation	All internal stakeholders.	All internal stakeholders	All internal stakeholders.	All internal stakeholders.
		Access	24/7	24/7	24/7	24/7
		Courtesy	Not applicable.	Not applicable.	Not applicable.	Not applicable.
		Openness and Transparency	All relevant information is published.	All relevant information is published.	All relevant information is published.	All relevant information is published.
		Information	Information on all departmental contacts, activities, programmes, projects and services are published.	Information on all departmental contacts, activities, programmes, projects and services are published.	Information on all departmental contacts, activities, programmes, projects and services are published.	Information on all departmental contacts, activities, programmes, projects and services are published.
		Redress	Public are invited to make comments and complaints mechanisms is in place.	Public are invited to make comments and complaints mechanisms is in place.	Public are invited to make comments and complaints mechanisms is in place.	Public are invited to make comments and complaints mechanisms is in place.
		Value for Money	Free service to public.	Free service to public	Free service to public.	Free service to public
		<b>Time</b>	24/7	24/7	24/7	24/7
		<b>Cost</b>	R228 000 per annum.	R250 800 per annum.	R275 880 per annum.	R303 468 per annum.
		<b>HR</b>	Two (2) officials.	Two (2) officials.	Two (2) officials.	Two (2) officials.

Key Services	Service Beneficiary	Current Standard		Desired Standard		
		2011/12		2012/13	2013/14	2014/15
Call centre and information resource centre.	Public	<b>Quantity</b>	10 800 inquiries.	100% of inquiries received to be addressed.	100% of inquiries received to be addressed.	100% of inquiries received to be addressed.
		<b>Quality</b>				
		Consultation	All stakeholders.	All stakeholders.	All stakeholders.	All stakeholders.
		Access	Official working hours.	Official working hours.	Official working hours.	Official working hours.
		Courtesy	Professional.	Professional.	Professional.	Professional.
		Openness and Transparency	In line with the Public Access to Information Act (PAIA).	In line with the PAIA.	In line with the PAIA.	In line with the PAIA.
		Information	Department's contact details are published.	Department's contact details are published.	Department's contact details are published.	Department's contact details are published.
		Redress	Customer is kept informed until inquiry is addressed.	Customer is kept informed until inquiry is addressed.	Customer is kept informed until inquiry is addressed.	Customer is kept informed until inquiry is addressed.
		Value for Money	Free service to public.	Free service to public.	Free service to public.	Free service to public.
		<b>Time</b>	Official working hours.	Official working hours.	Official working hours.	Official working hours.
		<b>Cost</b>	Incorporated into the Information Communication Technology (ICT) infrastructure.	Incorporated into the ICT infrastructure.	Incorporated into the ICT infrastructure.	Incorporated into the ICT infrastructure.
		<b>HR</b>	Three (3) officials.	Three (3) officials.	Five (5) officials.	Five (5) officials.
Tourism information Training – TEP, chefs, etc.	Industry associations.	<b>Quantity</b>	+/-100 enterprises.	+/-150 enterprises.	+/-200 enterprises.	+/-250 enterprises.
	Verification agencies.		50 tourism projects funded.	50 tourism projects funded.	50 tourism projects funded.	50 tourism projects funded.
	SMMEs.					
	Provincial departments.					
	Tourism authorities.					



Key Services	Service Beneficiary	Current Standard		Desired Standard		
		2011/12		2012/13	2013/14	2014/15
		<b>Quality</b>				
		Consultation	<p>We host information sessions and awareness workshops on a monthly basis on BBBEE implementation tourism.</p> <p>Requests for project proposals done via the provincial department which is responsible for tourism and via the provincials tourism authorities.</p>	<p>Host information and awareness workshops nationally on a regular basis.</p> <p>Maintain standard.</p>	<p>Host information and awareness workshops nationally on a regular basis.</p> <p>Maintain standard.</p>	<p>Host information and awareness workshops nationally on a regular basis.</p> <p>Maintain standard.</p>
		Access	<p>Our stakeholders access us through one-on-one meetings, workshops, bilaterals and electronic communication, i.e. email, telephone, call centres, helpdesks and website.</p> <p>Service beneficiaries access the department directly in writing, or through meetings and via the provincial departments.</p>	<p>Use other indigenous languages in written communication in order to expand reach.</p> <p>Maintain standard.</p>	<p>Use other indigenous languages in written and audio visual communication in order to expand reach.</p> <p>Maintain standard.</p>	<p>Use other indigenous languages in written and audio visual communication in order to expand reach.</p> <p>Maintain standard.</p>
		Courtesy	<p>Stakeholders treated with courtesy by all staff members in the unit; any complaints or dissatisfaction can be channelled through the call centre.</p>	<p>Stakeholders treated with courtesy and professionalism by all staff members in the unit; raise awareness of platforms or mechanisms to raise complaints or acknowledge great service.</p>	<p>Stakeholders treated with courtesy and professionalism by all staff members in the unit; raise awareness of platforms or mechanisms to raise complaints or acknowledge great service.</p>	<p>Stakeholders treated with courtesy and professionalism by all staff members in the unit; raise awareness of platforms or mechanisms to raise complaints or acknowledge great service.</p>
		Openness and Transparency	<p>We are cooperative in providing information to stakeholders whether they are raising complaints or simply wishing to be informed about our area of work.</p> <p>We inform project applicants on the outcome of their application for funding within one month of a decision being made.</p>	<p>We continue to cooperate with stakeholders and conduct our programmes in an open and transparent manner though consultative processes.</p>	<p>We continue to cooperate with stakeholders and conduct our programmes in an open a transparent manner though consultative processes.</p>	<p>We continue to cooperate with stakeholders and conduct our programmes in an open a transparent manner though consultative processes.</p>

Key Services	Service Beneficiary	Current Standard		Desired Standard		
		2011/12		2012/13	2013/14	2014/15
				We inform projects applicants on the outcome of their application for funding within two weeks of a decision being made.	We inform projects applicants on the outcome of their application for funding within two weeks of a decision being made.	We inform projects applicants on the outcome of their application for funding within two weeks of a decision being made.
		Information	<p>We strive to have up to date and relevant information for our stakeholders through the BEE guides we print and distribute.</p> <p>Request for project proposals done through MipTech, MinMec and provincial department which is responsible for tourism.</p> <p>Submit quarterly reports on the implementation of the projects and jobs created to NDT management to the Department of Public Works.</p> <p>Report on the expenditure of the programme to National Treasury and Public Works.</p> <p>Report on the implementation of projects to affected stakeholders through the Project Advisory Committee meetings.</p>	<p>Continue publishing up to date information on the implementation of the B-BBEE act in tourism to facilitate transformation.</p> <p>Maintain Standard.</p>	<p>Continue publishing up to date information on the implementation of the B-BBEE act in tourism to facilitate transformation.</p> <p>Maintain standard.</p>	<p>Continue publishing up to date information on the implementation of the B-BBEE act in tourism to facilitate transformation.</p> <p>Maintain standard.</p>
		Redress	<p>Where a stakeholder is aggrieved they have access to the Director General and the Minister's office to present their grievance which will be dealt with swiftly.</p> <p>We respond to each complaint we receive.</p>	<p>Raise awareness of the different channels of communication with the department in seeking redress.</p> <p>Respond to each complaint within 21 working days of receipt, and regular update on progress if it takes longer than the stipulated period.</p>	<p>Raise awareness of the different channels of communication with the department in seeking redress.</p> <p>Respond to each complaint within 21 working days of receipt, and regular update on progress if it takes longer than the stipulated period.</p>	<p>Raise awareness of the different channels of communication with the department in seeking redress.</p> <p>Respond to each complaint within 21 working days of receipt, and regular update on progress if it takes longer than the stipulated period.</p>

Key Services	Service Beneficiary	Current Standard		Desired Standard		
		2011/12		2012/13	2013/14	2014/15
		Value for Money	Achieving compliance to the procurement processes without considering long-term impact.  Conduct impact assessment study.  Monitor implementation of projects.	Measure considering long-term return as opposed to short-term gains.  Maintain standard.	Measure considering long-term return as opposed to short-term gains.  Maintain standard.	Measure considering long-term return as opposed to short-term gains.  Maintain standard.
		Time	Reviewed annually.	Include in quarterly performance review.	Include in quarterly performance review.	Include in quarterly performance review.
		Cost	R348 140 million.	R337 450 million.	R378 496 million.	R401 667 million.
		HR	70	All vacant posts filled.	All vacant posts filled.	All vacant posts filled.

## ANNEXURE 2: ASSET MANAGEMENT

### 1. PROPOSED ACQUISITIONS OF FIXED CAPITAL ASSETS

- Not applicable.

### 2. PROPOSED ACQUISITIONS OF MOVABLE CAPITAL ASSETS

A capital asset is recorded in the asset register on receipt of the item of cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

The following tangible capital assets listed under machinery

and equipments are listed on the departmental asset register.

- transport assets
- computer equipment
- furniture and office equipment
- office machinery and equipment.

### 3. PLANNED CAPITAL INVESTMENTS AND REHABILITATION AND MAINTENANCE OF PHYSICAL ASSETS

- Not applicable.

### 4. PROPOSED ACQUISITIONS OF FINANCIAL ASSETS OR CAPITAL TRANSFERS AND PLANS FOR THE MANAGEMENT OF FINANCIAL ASSETS AND LIABILITIES

- Not applicable.

### 5. MULTI-YEAR PROJECTIONS OF INCOME AND PROJECTED RECEIPTS FROM THE SALE OF ASSETS

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise. Any amount owing to the National Revenue Fund is recognised as payable in the statement of financial position. No accrual is made for amounts receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure note to the annual financial statements. The National Department of Tourism is not a revenue-generating department. The asset policy of the department makes provision for the sale of moveable capital assets when redundant. No projections can be provided as the revenue cannot be determined.

## ANNEXURE 3: INFORMATION TECHNOLOGY

### 1. PROPOSED INFORMATION TECHNOLOGY (IT) ACQUISITION OR EXPANSION IN REFERENCE TO AN INFORMATION TECHNOLOGY PLAN

The IT strategy for NDT has the following key objectives, to:

- improve the delivery of services through integrated systems such as the enhancements to the departmental e-Tourism Web Portal
- improve and support IT services in the department
- improve information and knowledge management in the department through the extended roll out of the Electronic Document Management System and the e-Tourism Information Portal
- improve public access to the department's information through increased and maintained website uptime as well as integration of the multiple departmental websites into a single integrated web portal
- ensure consistent compliance with the IT standards, procedures and policies.

#### 1.1. Breakdown of the IT strategy

To ensure that the IT assets are operational and deliver the required performance on a daily basis in order to provide an enabling environment that allows business functions to operate.

#### 1.2. Ongoing support will be provided to departmental users to improve service delivery

##### 1.2.1. Data centre services

This is the heart of the IT infrastructure and houses all transversal technologies in a secure environment. These data centres includes E-mail, Internet access, Electronic Document Management System, Geographic Information System hosting and management within the department. This service also includes the connectivity to National Treasury's Transversal Systems hosted by State Information Technology Agency (SITA) as well as connectivity to the Internet.

##### 1.2.2. Connectivity services

These services include the Local Area Network (LAN) as well as the agreements with SITA on their Virtual Private Network (VPN).

##### 1.2.3. Desktop services

These include the services associated with the installation and maintenance of desktops, notebooks, printers and scanners. The support of all IT equipment will result in an operational environment. The standardisation of processes and capacity-building will be key focus areas.

#### 1.3. The replacement and the upgrading of the infrastructure

This will include the upgrade of servers, storage devices, workstations, LANs as well as connectivity to other external offices. The upgrade will also entail putting into place the necessary infrastructure for systems to be developed as part of the web portal initiatives.

#### 1.4. Improved security on all systems

The following is implemented to secure data and hardware on all systems: Anti-Virus, Firewalls on the VPN, Anti- SPAM

software, Disaster Recovery Plans, as well as hardware and software management tools.

#### 1.5. The enhancement and further development of the Electronic Document Management System for the department

This will include enhancements such as upgrades on existing workflows and the development of additional business process workflows. Also the management of documents for enhanced communication and sharing of information. An extensive upgrade of the current technology platform has been initiated through the implementation of Microsoft Sharepoint. This technology platform will provide enhanced business and security capabilities.

#### 1.6. Improvement of access to information to the broader public

This will imply the integration of the current multiple departmental websites into a single web portal, with a centralised management system. It also involves timeous update and provision of information that supports decision-making in the sector. New developments on the web portal will also allow for interaction with the public and therefore an improved sharing of information to the public. The NDT has initiated a project to implement a Tourism Sector Information Portal that will enable the sharing of data in the Tourism Sector. This project is in support of the Tourism Sector Strategy as approved by the Minister of Tourism.

#### 1.7. Promote and implement e-Government initiatives together with the Department of Public Service and Administration (DPSA)

This entails facilitation of service provision and information dissemination via electronic means. This will be done keeping the directives of the Government Information Technology

Officers Council (GITOC) and DPSA in mind as they are the custodians and drivers of the e-governance strategy of government. These projects took into consideration data sharing and the centralised management of information and services rendered to the public and tourism sector stakeholders.

Guidelines provided by the GITOC and the Integrated Financial Management System (IFMS) Project as driven by National Treasury were used as primary drivers for the project. An Enterprise Architecture Project was launched in 2011 in support of the Government Wide Enterprise Architecture (GWEA) guidelines for the mapping and sharing on NDT-specific information such as Business Processes. This project will be managed as per directives issued by the Department of Public Service and Administration.

## ANNEXURE 4: HUMAN RESOURCE STRATEGY 2012 – 2015

### 1. INTRODUCTION

The Human Resources (HR) Strategy outlines the strategic direction given to various HR components for their responsibility to provide the quality HR resources required for the implementation of the NDT's Strategic Plan. The HR Strategy covers the period 1 April 2012 to 31 March 2015 and is a summary of the actions required to maintain HR management at levels suitable for the execution of the services expected of NDT towards the development and growth of the tourism sector in South Africa.

### 2. GUIDELINES

The HR Strategy has been shaped taking into consideration the following:

- NDT's Mission Statement, and the emerging Strategic Objectives and Corporate Plan.
- South African employment legislation.
- HR best practices.
- The White Papers related to HR.
- Guidelines from the Department of Public Service and Administration.

### 3. SUMMARY OF KEY HR CHALLENGES

- Implementation of proposed Organisational Structure to address the prospects outlined in the National Tourism Sector Strategy (NTSS), Tourism Draft Bill, New Growth Path, MTSF etc.
- Re-skilling to capacitate personnel for the fruition of the elements of the sector strategy: learning and development interventions need to be aligned to the reviewed organisational structure (WSP).
- Competency framework for assessing the competency gaps of employees.
- Leadership and management capacity: leadership is at the heart of the transformation process and should therefore be strengthened.
- Employee well-being: new approaches to minimise increased absenteeism, high sick leave levels, and temporary/permanent disability.

### 4. KEY THEMES FROM THE NDT HR STRATEGY

#### 4.1. Staff recruitment and retention

**Aim to:** employ quality staff capable of contributing to NDT's growth, reputation and effectiveness.

#### Strategic objectives, to:

- recruit, manage and retain a talented workforce who are committed to delivering excellent services
- promote Employment Equity
- ensure retention of personnel
- provide accurate and reliable HR information for decision-making.

#### 4.2. Remuneration and administration of benefits

**Aim to:** ensure the effective and efficient administration of conditions of service and benefits.

#### Strategic objective, to:

- render effective and efficient administration of conditions of service and benefits.

#### 4.3. Staff development and skills needs

**Aim to:** provide a wide set of options for the building of the capacity of employees to deliver on the departmental mandate.

#### Strategic objectives, to:

- have skilled, motivated and empowered employees who achieve their potential and are equipped to deliver services
- develop high quality leaders and managers who exemplify the core values of the Public Service and NDT, as well as commitment to service delivery.

#### 4.4. Leadership, involvement and change management (transformation)

**Aim to:** provide for a diverse; equitable and transformed working environment.

**Strategic objectives, to:**

- support positive change in the organisational culture.

**4.5. Performance management (improving productivity and service delivery)**

**Aim to:** promote effective performance management systems.

**Strategic objectives, to:**

- ensure alignment of employee performance with departmental strategy
- implement a strategy to reduce organisational reliance on consultants for routine management functional and service delivery operations.

**4.6. Employee well-being and Occupational Health and Safety**

**Aim to:** provide support to the entire staff and promote healthy working environment.

**Strategic objective to:**

- effectively manage employee health and wellness in the workplace.

**4.7. Employer and employee relations**

**Aim to:** promote sound labour relation between the employer and employee.

**Strategic objective to:**

- build and maintain effective employer and employee relationships.

**4.8. Disciplinary procedures**

**Aim to:** develop and implement the Disciplinary Code and Procedures.

**Strategic objectives, to:**

- ensure that all staff are informed regarding the Disciplinary Code and Procedures
- ensure the protection of whistle blowers.

**5. CONCLUSION**

The success of the delivery on the HR Strategy depends on the devotion towards excellence in HR management by supervisors, managers and senior managers throughout all the branches of NDT. The HR supporting units and personnel within Corporate Affairs dedicated themselves to provide the required support to line function managers in the provision and maintenance of a quality workforce.

**ANNEXURE 5: COMMUNICATION STRATEGY 2011 – 2016**

Theme: “Working together in positioning tourism as a national growth driver in the economy”

**1. STRATEGIC CONTEXT**

Emerging from the 2012 State of the Nation Address, the role of Tourism as one of the growth pillars of the New Growth Path was once again stated by President Jacob Zuma. The strategic context within which the departmental communication strategy is developed includes maintaining the momentum of the 2010 FIFA World Cup, which positioned South Africa as a tourism destination that is also internationally competitive in terms of the hosting of mega events, conferences and business engagements. A particular challenge is to ensure that this growth is underpinned by the required skills set. There is a need to ensure that South Africans, communities and small entrepreneurs are empowered to share in the growth and

its benefits. The National Department of Tourism (NDT) will continue to engage with the entire tourism sector to ensure that it contributes to economic growth, improved skills development and more jobs over the medium to long term.

Domestic tourism will be an important factor to address the issue of seasonality in the industry and retain jobs. It is less volatile than foreign tourism and offers the industry and the country's economy a steady income stream. It will therefore be important for the NDT to invest in domestic tourism development as the success of the tourism industry is rooted in the participation of all South Africans in tourism. The contribution to the economy by domestic tourists is significant and should be further increased.

**2. MEDIA ENVIRONMENT**

Despite comparatively low volumes of coverage, the Minister, Deputy Minister and the NDT consistently achieved positively balanced media ratings. The stable media coverage volumes and ratings indicate that tourism is currently dealing with a rigid or very controlled media environment. While the overall assessment is good, it also indicates that it would require a very different strategy if NDT were to change its media profile. Generally, tourism's positive ratings would suggest that a more visible media profile can be beneficial for government as a whole.

Despite its positive rating, the NDT's visibility has been relatively low in comparison to other Economic Sector and Employment (ESE) cluster members. There will need to be a shift in the media mind-set of, for example, moving from a resource-based economy towards a more service-orientated economy before tourism is likely to gain more attention. Whereas the NDT's media image has initially been largely driven by the Minister and the Deputy Minister, NDT officials have in 2011 increasingly featured in this regard. Strengthening external stakeholder input could also ensure stronger coverage for the department.



## 3. COMMUNICATION CHALLENGES AND OPPORTUNITIES

The relatively rigid media space dedicated to tourism issues, and boosting coverage would require a new communication dynamic.

Independent media analysis identifies government issues that receive the strongest media attention. Two that consistently stand out are education and the economy, which could provide a possible opportunity for tourism to strengthen its debate on the promotion of tourism education. In this regard the NDT partnership with the Chefs Association in training unemployed youth is an appropriate example.

Strengthening the image of tourism as a major driver of the South African economy, and as a major contributor to decentralising the South African economy should help to explain the importance of the role of tourism in the country's economic landscape.

Directing tourism's image away from a 'nice to have' towards a 'top driver of SA economy' can significantly impact on the volume of coverage that tourism receives. This could be aided through shared communication initiatives between tourism and the highly visible Department of Finance.

Tourism's role in helping to decentralise South Africa's economy away from major urban centres could also spark interest. In tourism coverage, little emphasis is generally placed on the provinces, especially those not associated with one of the four top economic centres. Tourism is ideally suited to help decentralise the South African economy, and communication in this regard would be a vital component of this process.

## 4. EMERGING ISSUES AND COMMUNICATIONS PRIORITIES

In alignment with the NTSS some critical issues include:

- Rural and youth development: This should be a focus area on which NDT needs to expand tourism communication. Programmes looking at Youth, People with Disabilities, and Women. The launch of the Rural, Cultural and Heritage Tourism strategies will be an important catalyst.
- Leveraging our collaboration with TEP and our EPW projects assumes increasing significance.
- Collaboration and effective coordination in all spheres of government with other departments.
- International relations: The NDT has established a fully-fledged branch that provides policy and political direction for international tourism management.
- Domestic tourism: The NDT has established a fully-fledged branch that provides policy and political direction for domestic tourism management.

## 5. STRATEGIC OBJECTIVE

- To reach out to tourism stakeholders through targeted communications.

## 6. PLATFORMS AND CHANNELS

The new communications dynamic requires that NDT shifts a gear (though not exclusively) from the events-driven approach communications to an issues-driven approach in order to compete for our space in the media. Resonance on the burning issues of job creation and tourism's contribution to the gross domestic product (GDP) are at the forefront of

this approach. Third-party endorsements necessitate an 'issues management' strategy (e.g. opinion pieces from third parties). In this approach the building of the capacity of the departmental leadership to participate in media interactions is crucial.

Intergovernmental and stakeholder engagements in integrated communications programmes are vital. Government continues to work in silos and fragmented approaches, which at times defeat the purpose of joint and impactful events.

### 6.1. Development of the website and use of social media to augment NDT's profile

### 6.2. Public participation events

The NDT needs to optimise the collaborative role between the offices of the Minister and communications to plan such opportunities. Delivery Agreements provide an ideal opportunity for joint public-private partnership (PPP) events of principals guided by the agreements.

### 6.3. Partnerships (with the media and stakeholders)

Win-win partnerships need to be developed and leveraged between the NDT and the media partners and stakeholders. In this context the utilisation of community media assumes priority.

### Back Cover Images

Left: Isimangaliso Wetland Park and World Heritage Site, South Africa. (Sourced from SATourism)

Right: Freedom Park, Pretoria, South Africa. (Sourced from SATourism)

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