Annual Performance Plan

2011/2012 - 2013/2014

tourism
Department:
Tourism
REPUBLIC OF SOUTH AFRICA

South Africa

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BBBEE:	Broad Based Black Economic Empowerment
BEE:	Black Economic Empowerment
BRIC:	Brazil, Russia, India and China
CC:	Climate Change
DTI:	Department of Trade and Industry
EE:	Employment Equity
EHW:	Employee Health and wellness
ENE:	Estimates of National Expenditure
EPWP:	Expanded Public Work Programmes
EWS:	Early Warning System
ETEYA:	Emerging Tourism Entrepreneur of the Year Awards
FTE:	Full Time Equivalent
GCP:	Global Competitiveness Project
GDP:	Gross Domestic Product
HIV / AIDS:	Human Immune Virus / Acquired Immune Deficiency Syndrome
HR:	Human Resource
HRD:	Human Resource Development
IBSA:	India-Brazil-South Africa
IT:	Information Technology
IPAP:	Industrial Policy Action Plan
KM:	Knowledge Management
MANCO:	Management Committee of the Department
M&E:	Monitoring and Evaluation
MOU:	Memorandum of Understanding

MIPTECH:	Minmec Inter Provincial Technical Committee
MSP:	Master System Plan
MTEF:	Medium Term Expenditure Framework
NDT:	National Department of Tourism
NEPAD:	New Partnership for Africa's Development
NMSRT:	National Minimum Standard and Responsible Tourism
NT:	National Treasury
NTIG:	National Tourism Information Gateways
NTSS:	National Tourism Sector Strategy
NVIS:	National Visitors Information Framework
PGDS:	Provincial Growth Development Strategies
PMDS:	Performance Management Development System
PRM&E:	Policy Research Monitoring and Evaluation
PPPFA:	Preferential Procurement Policy Framework Act
SADC:	Southern African Development Community
SANAS:	South African National Accreditation System
SAT:	South African Tourism
SLA:	Service Level Agreement
SRI:	Social Responsibility Implementation
RT:	Responsible Tourism
SMME:	Small, Medium and Micro Enterprises
TEP:	Tourism Enterprise Programme
UA:	Universal Access
UNWTO:	United Nations World Tourism Organisation
WSP:	Workplace Skills Plan

Minister of Tourism
Marthinus van Schalkwyk, MP

This strategic plan is the result of the first review of our departmental priorities since the establishment of the standalone National Department of Tourism (NDT) following the 2009 general elections. The dedicated NDT was instituted in order to expand tourism's contribution to economic growth and job creation.

The NDT's core mandate is to facilitate conditions conducive to sustainable tourism growth and development for South Africa. In delivering on this mandate, tourism is regulated by the Tourism Act (Act 72 of 1993), as amended, and the White Paper on the Development and Promotion of Tourism in South Africa (the Tourism White Paper of 1996). The Act provides for the promotion of tourism to and within South Africa, and for the further rationalisation of the tourism industry, while the White Paper provides a framework and guidelines to achieve this. The legislation envisions the sustainable and acceptable development of the tourism sector as a national priority, enabling the sector to contribute significantly to the improvement of all South Africans' quality of life.

Tourism as a labour-intensive industry has significant potential and capacity to grow the economy and to create jobs. Tourism is therefore central to delivery on the government's mandate of creating decent work, sustainable livelihoods and rural development, which is recognised in, among others, the Industrial Policy Action Plan (IPAP); the New Growth Path; Government's Outcome 4, "Decent Employment through Inclusive Economic Growth" as well as Outcome 7, "Vibrant, equitable and sustainable rural communities and food security for all". For that reason, the NDT's efforts will be geared towards creating a conducive environment for the tourism sector to grow its direct contribution to the country's gross domestic product (GDP) from R71,4 billion in 2009 to R118 billion in 2015, and to increase the number of jobs directly supported by the sector from 389 100 in 2009 (as per the World Travel and Tourism Council estimates) to 403 900 in 2015. Our international marketing efforts will concentrate on high-yield markets, and we aim to increase total direct tourism spend from R100,1 billion in the 2008 calendar year to R169 billion in the 2015 calendar year.

With the exceptionally successful hosting of the 2010 FIFA World Cup, the tourism sector in South Africa is set to enter a new growth phase. The World Cup offered South Africa an unprecedented window of opportunity to build its brand as a nation. The industry must therefore leverage the platform that the event has created to reinforce the tourism brand and its competitive positioning. The NDT will continue to engage the entire tourism sector to ensure that we all do our part to help translate the gains made possible by the World Cup into more visitors, increased spend, stronger economic growth, improved skills and decent jobs over the medium to long term.

From the World Cup experience we have learned that, going forward, it will be particularly critical for the country not only to focus on convention and major-events tourism, but to enhance our capacity to bid for such events. In this regard, South Africa will establish a National Conventions Bureau, enabling the country to have a coordinated strategy on how best to promote, develop and take advantage of this growing market segment.

The latest tourist arrival figures are very promising. A total of 8 073 552 tourists visited South Africa in 2010 compared to 7 011 865 the previous year. Of these, 309 000 tourists arrived in South Africa for the primary purpose of the World Cup. Foreign tourist arrivals are expected to grow even further in the medium term. To maintain this growth in foreign arrivals, we will continue with our focused marketing, particularly in emerging markets.

However, for tourist arrivals to our country to continue growing, the sector must be able to provide quality, unique and diversified products and services. Therefore, the Department's interventions as far as product development is concerned will still take into account

geographic spread, affordability within the industry, and entrenching a culture of travel among South Africans. Our focus will be on providing information and guidance to enable the development of relevant and unique tourism products. To deliver on this, the Department will draft a product development strategy for South Africa. Moreover, strategies for the development of niche tourism products are another important element of the comprehensive plan to position tourism as one of the six key sectors of economic growth in South Africa. Also, quality assurance and service excellence remain central to improving South Africa's competitiveness as a tourist destination of choice. The Department will continue with its work towards creating a national framework for tourism quality assurance, to ensure that there are common standards across the sector, including mechanisms for customer care.

Looking outward, as part of our contribution to building a better Africa and a better world, the Department will continue to participate in multilateral tourism forums, such as the United Nations World Tourism Organisation (UNWTO). We will further build on avenues of South-South cooperation, such as India-Brazil-South Africa (IBSA), and South-North cooperation, and will continue with the promotion of regional integration and the implementation of the tourism action plan of the New Partnership for Africa's Development (NEPAD). The NDT will also work to ensure that the South African tourism industry derives maximum benefit from the country's inclusion in the BRIC (Brazil, Russia, India and China) partnership.

To ensure the realisation of all the aforementioned and other priorities, the Department embarked on an inclusive and consultative process to develop a National Tourism Sector Strategy (NTSS), with specific deliverables for the medium to long term. This strategy has since been approved by Cabinet. Following this intensive process involving all tourism stakeholders, we now look forward to the implementation of the strategy.

The Department also embarked on a process to review tourism legislation. This process highlighted a number of critical areas to be addressed in order to achieve sustainable tourism growth and development. We foresee that the full review will be finalised in the 2011/2012 financial year.

Finally, to contribute to the realisation of the strategic goals and objectives outlined in this strategic plan, the NDT is making good progress with the filling of all funded vacant posts, while the Department's enhanced focus on performance monitoring and evaluation is evidenced by the establishment of a branch specifically focusing on policy, research, monitoring and evaluation in the tourism sector.

As the NDT, we are committed to contribute to the realisation of our goals as a nation, and we look forward to working with our colleagues in the public sector, the tourism industry and civil society in this regard.

MR MARTHINUS VAN SCHALKWYK, MP
MINISTER OF TOURISM
DATE: 09 March 2011

1. Updated situational analysis

A dedicated Department of Tourism 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 Department of Tourism is to create conditions for sustainable tourism growth and development for South Africa. Tourism Act, 1993 (Act No 72 of 1993) as amended, makes provision for the promotion of tourism to and within South Africa, and for further rationalization 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. 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 department's efforts will be geared towards creating a conducive environment for the tourism sector to increase its direct contribution to GDP and increase the number of jobs supported directly by the sector.

The success of the 2010 FIFA World Cup has created immense goodwill and positive brand reputation for South Africa, leading to a more receptive world. To accurately measure the success of our marketing initiatives, the department intends in future to use tourist arrival figures as opposed to measuring foreign arrivals. Once a trend has been established on tourist arrivals, the department 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, such as cruise tourism, are important elements of the comprehensive plan to position tourism as one of the six key sectors of economic growth in South Africa. Minister of Tourism launched a report on cruise tourism in South Africa during November 2010. The report indicated that the development of cruise tourism as a niche market would enhance South Africa's reputation as a world class and globally competitive tourism destination.

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 National Tourism Sector Strategy (NTSS) recently approved by Cabinet is a commitment by all role players which will amongst other things focus on growing the tourism sector's absolute contribution to gross domestic product (GDP), achieving transformation within the tourism sector, provision of excellent people development and decent work within the tourism sector, entrenching a culture of travel amongst South Africans, delivering a world class visitor experience and addressing the issue of geographic, seasonal and rural spread.

1.1 Performance Environment

Tourism being everybody's business relies on various role players to deliver quality experiences to the tourist. This raises a need for proper coordination within government and with all other role players in the Private Sector. The National Tourism Sector Strategy and Government's Outcomes Based approach begin to address this need by identifying key role players and assigning responsibilities for the achievement of agreed outcomes.

In South Africa, many South Africans did not have an opportunity to undertake holiday travel within their own country because of the apartheid history. This resulted in the lack of a travel culture amongst most South Africans, mainly Black South Africans. The domestic market should form the backbone of the tourism industry. Concerted effort must be made to realise the opportunity provided by this vast market.

Background info and demand for services: The tourism sector has made some progress in increasing its competitiveness globally. The brand awareness has increased over the past few years especially in our core markets. However, there is still room to further improve South Africa's competitiveness as a tourist destination of choice against our key competitors. The 2010 Global Competitiveness Study makes recommendations on what to pursue to enhance access to key markets, improve performance and capacity of key industry sub-sectors and improve travelers' satisfaction by delivering quality experiences.

1.2 Organisational Structure

The development of human resources (HR) strategy in the National Department of Tourism is part of government's attempt to empower and develop human capital in line with our country's development agenda. These strides by the department are consistent with the Human Resources Development – South Africa (HRD SA) intervention's for promoting the country's development agenda that was adopted by the Cabinet, was launched in 2001. HR Strategy covered the planning period under review and has been adapted to respond to changing factors during its implementation. The department's human resources strategy derives from its objective of addressing HR challenges and creating people advantage. The HR strategy sets out the National Department of Tourism plans to ensure the recruitment, development and retention of the best quality staff in all staff groups, in order to fulfill the Department's mission and thereby meet its strategic objectives and goals. Our Human Resource Strategy (HR Strategy) aims to strengthen the department's strategic plan (2011/12 to 2015/16) and show how the different activities associated with managing people can enable the department's strategic plan to be delivered more effectively. The department has appointed human resources that are capable to contribute to the business strategy, to lead and facilitate change, provide better quality service and stakeholder satisfaction in a rapidly changing environment through a sourcing plan, performance strategy, development strategy and affiliation strategy (retention, compensation, balance work-life, motivation, etc).

DEPARTMENT OF TOURISM (54)
SUMMARY OF ORGANISATIONAL STRUCTURE 2011 TO 2012

TOTALS:	
FUNDED POSTS:	402
UNFUNDED POSTS:	74
TOTAL:	**476**

540001
MINISTER

540002
DEPUTY MINISTER

540000
DEPARTMENT OF TOURISM
DIRECTOR-GENERAL
1

540003	
CD: MINISTRY	
CD:	1
SPECIAL ADVISOR	2
MINISTRY:	9
DEPUTY MINISTRY:	6
TOTAL POSTS:	**18**

540010
OFFICE OF THE
CHIEF OPERATING OFFICER

CHIEF OPERATING OFFICER:	2
D: COORDINATION & ADMINISTRATION:	8
CD: BUSINESS PERFORMANCE, STRATEGIC PARTNERSHIPS & RISK MANAGEMENT	30
CD: INTERNATIONAL RELATIONS & COOPERATION:	16
CD: CORPORATE AFFAIRS:	107
CD: COMMUNICATIONS:	17
CD: LEGAL SERVICES:	6
TOTAL POSTS:	**186**

540290
UNIT
OFFICE OF THE
CFO
TOTAL POSTS: 31

540385
DIRECTORATE:
INTERNAL AUDIT
TOTAL POSTS: 4

540400
BRANCH TOURISM DEVELOPMENT

BRANCH UNIT:	2
SUB-DIRECTORATE: ADMINISTRATION SUPPORT:	4
CD: PRODUCT & ENTERPRISE DEVELOPMENT:	13
CD: SOCIAL RESPONSIBILITY IMPLEMENTATION:	50
CD: SECTOR TRANSFORMATION:	9
TOTAL POSTS:	**78**

540570
BRANCH
TOURISM GROWTH

BRANCH UNIT:	2
SUB-DIRECTORATE: ADMIN SUPPORT:	3
CD: CONSUMER PROTECTION AND RESPONSIBLE TOURISM:	18
CD: CAPACITY DEVELOPMENT:	23
TOTAL POSTS:	**46**

540740
BRANCH
POLICY, RESEARCH, MONITORING
AND EVALUATION

BRANCH UNIT:	3
SUB-DIRECTORATE: ADMINISTRATION SUPPORT:	2
CD: POLICY DEVELOPMENT AND EVALUATION:	19
CD: RESEARCH, INFORMATION & KNOWLEDGE MANAGEMENT:	19
TOTAL POSTS:	**43**

2.   Revisions to legislative and other 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 rationalisation, as far as practicable, of the activities of persons who are active in the tourism industry. The White Paper on Tourism Development and Promotion, 1996 provides framework and guidelines for tourism development and promotion in South Africa.

Acts

There have been no changes to the legislative and other mandates.

Regulations

There have been no changes to the legislative and other mandates.

3.   Overview of 2011/12 budget and MTEF estimates

3.1   Expenditure estimates

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Audited Outcome			Adjusted Appropriation	Medium term estimates		
Programmes	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Administration	98,822	100,937	95,968	178,840	173,763	208,723	219,997
Tourism Development	428,128	497,605	325,104	331,683	348,140	299,101	318,268
Tourism Growth	530,664	595,343	719,605	658,728	694,074	733,987	774,003
Policy, Research, Monitoring and Evaluation	7,518	17,941	14,981	14,565	26,899	32,091	33,014
Total	**1,065,132**	**1,211,826**	**1,155,658**	**1,183,816**	**1,242,876**	**1,273,902**	**1,345,281**
Change to 2010 Budget Estimate				31,980	19,708	17,305	16,943

3.1 Expenditure estimates continue

Economic classification	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Audited Outcome			Adjusted Appropriation	Medium term estimates		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payments	**202,287**	**191,555**	**147,784**	**220,694**	**268,165**	**333,999**	**344,567**
Compensation of employees	130,786	106,428	89,631	101,080	141,895	158,427	169,409
Goods and services of which:	**71,501**	**85,127**	**58,153**	**119,614**	**126,270**	**175,572**	**175,158**
Communication	1,419	2,031	2,401	1,494	2,270	2,959	3,156
Computer services	1,178	2,738	1,156	3,572	11,908	19,937	17,063
Consultants and professional services	12,161	11,567	4,309	15,692	23,957	32,334	33,783
Inventory	978	1,056	1,234	5,360	4,807	6,171	6,321
Lease payments	13,691	13,928	13,797	18,406	29,150	33,040	36,006
Travel and subsistence	22,899	34,722	20,338	26,370	34,642	49,059	47,163
Transfers and subsidies	**861,844**	**1,019,914**	**1,007,462**	**932,993**	**968,009**	**936,988**	**997,404**
Departmental agencies and accounts	517,556	582,135	699,489	631,685	668,613	701,803	740,402
Foreign governments and international organisations	-	-	4,000	3,265	5,000	5,250	5,539
Non-profit institutions	66,550	72,366	59,097	27,700	22,200	27,225	32,348
Households	277,738	365,413	244,876	270,343	272,196	202,710	219,115
Payments for capital assets	**1,001**	**358**	**412**	**30,129**	**6,702**	**2,915**	**3,311**
Machinery and equipment	968	306	408	29,829	6,702	2,915	3,311
Software and other intangible assets	33	52	4	300	-	-	-
Total	**1,065,132**	**1,211,826**	**1,155,658**	**1,183,816**	**1,242,876**	**1,273,903**	**1,345,281**

3.2   Relating expenditure trends to strategic outcome oriented goals

Expenditure increased from R1.1 billion in 2007/08 to R1.2 billion in 2010/11, at an average annual rate of 3.6 per cent, mainly due to an increase in allocations for the new office building and improved conditions of service. Over the MTEF period, expenditure is expected to increase at an average annual rate of 4.4 per cent, to reach R1.3 billion in 2013/14. The increase is mainly due to spending on establishing a survey unit and a resource centre for the department. This increased expenditure is reflected mainly in the Policy, Research, Monitoring and Evaluation programme.

The department received additional allocations of R42 million in 2011/12, R29 million in 2012/13 and R32 million in 2013/14 to refurbish the new office building, for rental over the MTEF period, and for other related costs. The department expects to increase institutional capacity to over the MTEF period which accounts for 18.8 per cent increase in compensation of employees between 2010/11 and 2013/14. Spending on goods and services items increased by 24.2 per cent between 2007/08 and 2010/11, due to the acquisition of a new building and the related costs which ensued, and is expected to grow at an annual average of 13.6 per cent over the medium term, to reach R175.2 million in 2013/14. The ratio of administrative to line function costs is 1:2.2.

4. Departmental Programmes: Strategic Objectives, Programme performance indicators and annual targets for 2011/12

4.1 Administration: Chief Operating Officer

Programme purpose: Provide strategic leadership, centralised administration, executive support and corporate services.

Strategic Outcome Oriented Goal: Achieve good corporate and cooperative governance.

Goal Statement: Provide comprehensive corporate support service to the department to ensure good governance.

Strategic objective: Effective organisational performance management system. Objective statement: To develop and implement a Planning, Reporting, Monitoring and Evaluation system and support service to enhance departmental performance.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance**	**Medium-Term Targets**		
	2007/08	**2008/09**	**2009/10**	**2010/11**	**2011/12**	**2012/13**	**2013/14**
1. Percentage of compliance with provisions of government's performance and risk management prescripts.	-	-	100%	100%	100%	100%	100%
2. Intergovernmental policy integration and implementation support system developed and implemented.	-	-	No internal protocol approved for NDT.	Coordination with Cabinet, Cluster through FOSAD and Cabinet Secretariat and Provinces through MINMEC.	Development and 100% implementation.	100%	100%

4.1   Administration: Chief Operating Officer continue

Strategic objective: Capable and skilled workforce.
Objective statement: Attract, develop and retain a capable and skilled workforce in a caring work environment.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
3. Percentage of vacancy rate.	-	-	Current vacancy rate: 21%	30%	Reduce funded vacancy rate to 10%.	Maintain vacancy rate at 10%.	Maintain vacancy rate at 10%.
4. Percentage implementation of Workplace Skills Plan (WSP).	-	-	83% of Courses attended. 100% of planned training interventions implemented.	50%	100% implementation.	100%	100%
5. Percentage implementation of Performance Management Development System (PMDS).	-	-	100%	95%	100%	100%	100%
6. Number of interventions on HIV/ AIDS and Employee Health Wellness (EHW) conducted.	-	-	Three (3) interventions.	70%	100% of scheduled interventions.	100% of scheduled interventions.	100% of scheduled intervention.
7. Percentage representation of designated groups.	-	-	54% women	50%	50% women	50% women	50% women
			2.02% disability	2%	2% disability	3% disability	4 % disability
			92% black representation.	71%	Maintain minimum 82% black representation.	Maintain minimum 82% black representation.	Maintain minimum 82% black representation.

Strategic objective: Efficient service delivery.
Objective statement: Provide optimal physical and technical resources for efficient service delivery.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
8. Percentage of implementation of Master Systems Plan (MSP).	-	-	Approved DEAT MSP Draft NDT MSP	None	Review NDT MSP Implementation of phase 1.	Review MSP Implementation of Phase II.	Review MSP Implementation of Phase III.
9. Business Process Modeling and structures.	-	-	None	None	Audit of all NDT Business processes. Modeling 40% of business processes.	Modeling 60% of business processes.	Modeling 80% of business processes.
10. Uptime of network and services availability.	-	-	94% up time	95%	97% uptime	98% up time	98% up time

Strategic objective: Positive image of the department.
Objective statement: To create a positive image of the department by increasing access to tourism information.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
11. Percentage implementation of the annual implementation plan of the Communication Strategy.	-	-	None	None	100%	100%	100%
12. Percentage increase in the share of own voice in the media.	-	-	78%	40%	55%	58%	60%
13. Number of high-level media interventions that will lead to media coverage.	-	-	None	None	8	10	12

4.1   Administration: Chief Operating Officer continue

Strategic objective: Effective Internal Audit services.
Objective statement: To ensure compliance with the PFMA and good corporate governance practices within the department.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
14. Percentage of completion of approved rolling three (3) year strategic and one (1) year operational plan.	-	-	Approved rolling three year strategic and one year operational plan for 2010/11.	None	100% implementation.	100% implementation.	100% implementation.

Strategic objective: Effective international cooperation and integration.
Objective statement: To strengthen, continental and global tourism cooperation and integration for good governance.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
15. Tourism international relations strategy developed and implemented.	-	-	None	None	Development of strategy. 100% of approved programme for the year implemented.	Review and 100% of the approved programme for the year implemented.	Review and 100% of the approved programme for the year implemented.

Strategic objective: Corporate legal support.
Objective statement: To provide corporate legal support and create an enabling policy and legislative environment for tourism growth and development.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
16. Percentage compliance with case management requirements.	-	-	100%	None	100%	100%	100%
17. Percentage compliance with agreed service delivery standards.	-	-	100%	None	100%	100%	100%

Strategic objective: Economic, efficient and effective use of departmental resources.
Objective statement: Advocate for and ensure economic, efficient and effective use of departmental resources towards achievement of government mandate and empowerment.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
18. Percentage compliance with regulatory requirements.	-	-	100%	90%	100%	100%	100%
19. Percentage of expenditure on procurement from BBBEE and BEE enterprises.	-	-	58%	58%	59%	60%	61%

4.2   Programme 2: Tourism Development

Purpose: Facilitate and support the development of and equitable tourism sector.

- *Tourism Development Management* provides overall administrative and operational support services for the programme's activities. It manages product and enterprise development, and facilitates tourism infrastructure projects under the expanded public works programme using labour intensive methods targeting the unemployed, the youth, women and the disabled. This subprogramme has a staff complement of 6, and 40 per cent of its total budget is used for travel and subsistence.

- *Product and Enterprise Development* facilitates product and enterprise development in the tourism sector. This entails: identifying and promoting opportunities for investment in product development informed by a Product Development Master Plan; creating new opportunities through identifying niche tourism products; strengthening existing products; and driving the development of rural and heritage tourism. The subprogramme has a staff complement of 8, and the bulk of its budget is used for transfers to the National Business Initiative to support the development of SMMEs through the Tourism Enterprise Partnership.

- *Social Responsibility Implementation* manages the development of tourism projects under the expanded public works programme through labour intensive methods targeting the unemployed, the youth, women, the disabled and SMMEs. This subprogramme has a staff complement of 35, and 98 per cent of its budget over the medium term will be used for implementing tourism projects and training project beneficiaries.

- *Sector Transformation* facilitates transforming the tourism sector by implementing the gazetted Tourism BEE Charter and Scorecard and promotes opportunities for transformative tourism development. The subprogramme has a staff complement of 5, and 50 per cent of its budget is used to facilitate transformation through public and private sector engagements, as well as for reporting on and monitoring compliance. One such report is a study on the state of transformation, which has a budget of R1.3 million (15 per cent of the 2011/12 budget) and is expected to be completed by the end of March 2011.

- *Strategic Partners in Tourism* receives transfers to facilitate development support for SMMEs through the Tourism Enterprise Partnership. The subprogramme has a staff complement of 4.

Strategic Outcome Oriented Goal: Improve the impact of tourism on the economy of South Africa.

Goal statement: Pursue economic empowerment through sector transformation, job creation programmes, product and enterprise development.

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 living with disability.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
1. Number of Full Time Equivalent (FTEs) jobs created.	-	-	5, 671	9861	5,270	3,860	4,241
2. Number of Full Time equivalent jobs created from MTEF baseline budget (TEP).	-	-	3,333	1069	5,000	6,000	6,382

Strategic objective: To contribute to skills and people development within the Tourism sector.
Objective statement: To build capacity, tailored to ensure a capable workforce within the sector.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
3. Number of unemployed youth and graduates trained as chefs and placed for experiential learning.	-	-	Recruitment of young people.	None	800	800	800
4. Number of unemployed youth trained in the hospitality fields and placed for experiential learning.	-	-	300	None	300	300	300
5. Number of people trained as Tourist Buddies and placed for experiential learning.	-	-	0	None	975	975	975

Strategic Objective: Facilitate and support economic empowerment through product and enterprise development.
Objective Statement: Develop strategies to inform product and enterprise development with a deliberate bias towards rural areas.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
6. Number of products in rural and less visited provinces supported.	-	-	Draft Rural Tourism Framework.	None	Rural Tourism Development Strategy Finalised. 2 Products Supported.	2 Products supported.	2 Products Supported.

4.2   Programme 2: Tourism Development continue

Strategic Objective: Facilitate and support economic empowerment through product and enterprise development. Objective Statement: Develop strategies to inform product and enterprise development with a deliberate bias towards rural areas.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
7. Number of tourism projects funded through the EPWP funding.	-	-	62	None	45	40	45
8. Number of interventions implemented to facilitate, guide and support product development.	-	-	Global Competitiveness Project (GCP).	None	1 Tourism Development Master Plan Developed.	2	2
9. Number of Investment promotion activities.	-	-	Investment plan.	None	4 Investment promotion activities.	4 Investment promotion activities.	4 Investment promotion activities.
10. Cultural Heritage tourism strategy.	-	-	Heritage Tourism Workshop Report.	None	Refine 1 draft Cultural Heritage Tourism Strategy.	2 Heritage products.	2 Heritage products.
11. Events Strategy.	-	-	Events Framework.	None	1 Events strategy.	1 Event supported.	1 Event supported.
12. Niche Tourism Strategy.	-	-	Draft Niche Tourism Framework.	None	1 Niche product identified, approved and developed.	1 Niche strategy developed.	1 Niche strategy developed.
13. Number of intervention in support of Social Tourism Development.	-	-	Social tourism discussion paper.	1	1 Research conducted.	Social tourism strategy developed.	1 Social tourism programme supported.
14. No of small rural tourism enterprises supported.	-	-	375	24	530	530	530

Strategic Objective: Facilitate and support economic empowerment through product and enterprise development.							
Objective Statement: Develop strategies to inform product and enterprise development with a deliberate bias towards rural areas.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	**2008/09**	**2009/10**		**2011/12**	**2012/13**	**2013/14**
15. Number of enterprises supported to grow (5% revenue and/or 5% jobs).	-	-	22	10 (including rural)	25	25	25
16. Number of businesses supported with market access.	-	-	120	None	170	180	190
17. Number of members of designated groups supported.	-	-	1,600	None	3,351	3,360	3,365

Strategic Objective: Enable and drive transformation in the sector as informed by the gazetted Tourism BEE Charter and the NTSS.							
Objective statement: To create an enabling environment for private sector to achieve the Tourism BEE Charter targets and facilitate annual reporting, whilst leveraging organs of state to act in accordance with the gazetted Tourism BEE Charter and to ensure that beneficiaries take advantage of an enabling environment brought by the BEE compliance of both public and private sector.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	**2008/09**	**2009/10**		**2011/12**	**2012/13**	**2013/14**
18. Number of MOU's with action plans signed with strategic partners.	-	-	1	None	12	15	15
19. System for monitoring compliance with BEE rating by tourism enterprises developed and implemented.	-	-	Monitoring criteria in place.	None	System Piloted.	System implementation.	System implementation.

4.2   Programme 2: Tourism Development continue

Strategic Objective: Enable and drive transformation in the sector as informed by the gazetted Tourism BEE Charter and the NTSS.
Objective statement: To create an enabling environment for private sector to achieve the Tourism BEE Charter targets and facilitate annual reporting, whilst leveraging organs of state to act in accordance with the gazetted Tourism BEE Charter and to ensure that beneficiaries take advantage of an enabling environment brought by the BEE compliance of both public and private sector.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
20. Number of organs of state who report on levers they use to drive transformation in the sector.	-	-	9	None	25	30	35
21. National mentorship programme established to support the development of Black SMME's.	-	-	20	None	20	30	50
22. Number of black graduates participating in the accelerated tourism graduate apprenticeship.	-	-	10	None	50	50	70
23. Annual report published on the impact of public sector partner spend on empowered tourism goods and services.	-	-	0	None	1	1	1

Strategic outcome oriented goal: Strengthen collaboration and partnerships within the tourism sector.

Goal Statement: Identify strategic partners for growth through Public Private Partnership channels for engagement and ensure quality and precision in articulating our role as the department of tourism in such engagements for the purpose of achieving positive impactful results at all times.

Strategic Objective: Key stakeholder engagement through strategic events platforms. Objective statement: To leverage strategic events where the Department plays a strategic role, to ensure the content is aligned to the strategic objectives and mandate of the department, facilitating impactful stakeholder engagement.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
24. Number of events successfully executed informed by the departmental mandate and objectives.	-	-	0	1	1	6	6

4.3   Programme 3: Tourism Growth

Purpose: Promote growth, competitiveness and quality of the tourism sector.

- *Tourism Growth Management* provides overall administrative and operational support services for the programme's activities. It manages consumer protection and responsible practices and ensures sustainable and efficient human capital to grow a service oriented and world class tourism. The subprogramme has a staff complement of 2.

- *Responsible Tourism* ensures that consumer protection is effectively managed by establishing channels for consumer concerns. It also promotes responsible tourism practices across the industry by developing the standard for responsible tourism and promoting the principles for universal access to tourism. The subprogramme has a staff complement of 12. It will develop and implement a tourism response strategy to climate change as this increasingly becomes a major trade factor.

- *Capacity Building* ensures that human capital is effectively managed by focusing on professionalising tourist guides and other operators in the industry. The subprogramme has a staff complement of 13, and the bulk of its budget is used for training.

- *South African Tourism* transfers funds to South African Tourism, which markets South Africa as a preferred tourism destination.

4.3   Programme 3: Tourism Growth continue

Strategic outcome orientated goal: To improve competitiveness, growth and sustainability of the tourism industry.

Goal Statement: To effectively and efficiently maintain lifelong learning through skills development and provision of excellent service in the tourism industry.

Strategic Objective: To provide excellent people development within the tourism sector targeting young people. Objective statement: Build capacity, tailored to ensure capable workforce within the sector and for the youth.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
1. Revised skills audit report 2011 & implemented.	-	-	Report on skills audit.	Draft Report in place.	Revised skills audit report for 2012.	Implement Phase 1 recommendations.	Implementation of Phase 2 recommendations.
2. Number of unemployed matriculants and tourism graduates trained and placed for experiential learning per year in the hospitality industry.	-	-	180 Youth placed for experiential learning. International and Local Capacity development initiatives.	None	Recruitment, training and placement of 70 unemployed matriculants and tourism graduates facilitated.	Recruitment, training and placement of 50 unemployed matriculants and tourism graduates facilitated.	Recruitment, training and placement of 100 unemployed matriculants and tourism graduates facilitated.
3. Number of young people trained and placed as Chefs per year in the hospitality industry.	-	-	150 Youth trained as Chefs.	150 Youth trained as Chefs.	Recruitment, training and placement of 800 young people facilitated.	Recruitment, training and placement of 800 young people facilitated.	Recruitment, training and placement of 800 young people facilitated.
4. Number of tourism educator support programmes facilitated in the provinces.	-	-	9 Educator seminars conducted.	None	9 Tourism educator programmes facilitated.	9 Tourism educator programmes facilitated.	9 Tourism educator programmes facilitated. Monitoring the support programmes and report.
5. Tourism Leadership Dialogues held.	-	-	4	None	4	4	4

Strategic Objective: To provide excellent people development within the tourism sector targeting young people. Objective statement: Build capacity, tailored to ensure capable workforce within the sector and for the youth.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
6. National Tourism Careers Expo 2011 held.	-	-	1 Expo 2009 event held.	None	1 Expo held.	Transferred to Theta.	
7. Number of higher education institutions engaged to provide professional training for scarce and critical skills for tourism.	-	-	Skills Audit Report and scarce and critical skills list.	None	Discussion document on areas of co-operation developed. Report on institutional engagements.	Agreements of areas of co-operation signed.	Report on implementation of areas of co-operation.

Strategic Objective: Create conducive environment and contribution to economic growth with decent work. Objective Statement: Build capacity, tailored to ensure capable workforce within the sector and for the youth.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
8. Framework on decent work for the sector developed & implemented.	-	-	Concept document.	Framework in place.	Draft Decent Work Framework for the tourism sector.	Implementation of phase one projects based on the recommendations of the framework for decent work.	Implementation of phase two projects based on the recommendations of the framework on decent work.

4.3   Programme 3: Tourism Growth continue

Strategic outcome orientated goal: To improve competitiveness, growth and sustainability of the tourism industry.

Goal Statement: To effectively and efficiently maintain lifelong learning through skills development and provision of excellent service in the tourism industry.

Strategic Objective: To improve service levels in the tourism industry. Objective Statement: To develop new and integrated existing mechanisms to ensure collective efforts towards improving customer service levels in the tourism sector.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
9. Tourism Generic Service Excellence Standards and Norms implemented.	-	-	Customer Care Service Delivery in South Africa,2009.	None	Tourism Generic Service Excellence Standards and Norms facilitated.	Monitor and report on the implementation of the Tourism Generic Service Excellence Standards and Norms.	Monitor and report on the implementation of the Tourism Generic Service Excellence Standards and Norms.
10. Service Excellence Strategy implemented.	-	-	Current Customer Service Delivery in South Africa, 2009.	None	Implementation of phase one based on the recommendations of the strategy – launch and national campaign.	Implementation of phase two based on the recommendations of the strategy.	Implementation of phase three based on the recommendations of the strategy.

Strategic outcome orientated goal: To improve competitiveness, growth and sustainability of the tourism industry.

Goal Statement: To effectively and efficiently maintain lifelong learning through skills development and provision of excellent service in the tourism industry.

Strategic Objective: To professionalise tourist guiding services. Objective Statement: By implementing the tourism guiding strategy to professionalise tourist guiding.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
11. Implementation of the professionalisation of the tourist guiding strategy.	-	-	Tourist Guiding Strategy in place.	None	9 Workshops and awareness programmes conducted on the implementation plan for the tourist guiding strategy.	Strategy implementation phase 1.	Strategy implementation phase 2.
			2 countries consulted.	None	4 SADC Countries consulted on harmonising guiding standards. Draft framework for harmonising guiding standards developed.	Presenting the draft frame-work on harmonisation of standards in tourist guiding to other SADC.	Implementation by the Department of the SADC framework on harmonisation of standards.
			Registered national database established as a mechanism for monitoring.	None	Monitoring, and report provincial Tourist guides registration.	Monitoring and report provincial Tourist guides registration.	Monitoring and report provincial Tourist guides registration.

4.3   Programme 3: Tourism Growth continue

Strategic Objective: To improve service levels in the tourism industry.
Objective statement: By facilitating the development and implementation of a consumer satisfaction framework in the tourism industry.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
12. A consumer satisfaction framework for tourism developed.	-	-	0	None	Consumer satisfaction framework developed and communicated to the industry and spheres of government.	Implementation of Consumer satisfaction framework year-plan.	Implementation of Consumer satisfaction framework year-plan.

Strategic outcome orientated goal: To improve competitiveness, growth and sustainability of the tourism industry.

Goal Statement: To effectively and efficiently maintain lifelong learning through skills development and provision of excellent service in the tourism industry.

Strategic Objective: To Promote Responsible Tourism best practice.
Objective Statement: To encourage sustainable consumption of tourism products and services.

Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
13. Established & monitor Accreditation System and Accreditation of Certification Agencies for National Minimum Standards for Responsible Tourism (NMSRT).	-	-	No accreditation system for NMSRT in place. Draft NMSRT standard in place.	None	SANAS approved Accreditation System in place.	Monitor and report on Accreditation of Certification Agencies.	Monitor and report on Accreditation of Certification Agencies.
14. Universal Access in Tourism Action Plan developed and implemented.	-	-	No comprehensive UA Action Plan.	None	UA Action Plan finalised with annual action plan.	UA Action Plan year-1 target implemented.	Action Plan year-2 target implemented.
15. National Climate Change and Tourism response programme formulated.	-	-	No comprehensive response plan.	None	National Climate Change and Tourism Action Plan developed.	National Climate Change and Tourism Action Plan Year 1 implemented.	National Climate Change and Tourism Action Plan Year 2 implemented.

Strategic Objective: To Promote Responsible Tourism best practice. Objective Statement: To encourage sustainable consumption of tourism products and services.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
16. National Responsible Tourism Strategy developed and implemented.	-	-	No national strategy for Responsible Tourism.	None	National Responsible Tourism Strategy developed including annual action plan.	National RT Strategy Year 1 annual plan implemented.	National RT Strategy Year 2 annual plan implemented.

4.4 Programme 4: Policy, Research, Monitoring and Evaluation

Purpose: Provide Sector Policy Development, Research, Planning, Monitoring and Evaluation.

- *Policy, Research, Monitoring and Evaluation Management* provides overall administrative and operational support services for the programme's activities through facilitating research and information and knowledge management. The subprogramme has a staff complement of 4.

- *Policy Development and Evaluation* manages policy development, sector planning, and monitoring and evaluation for tourism through developing and implementing models for local tourism development planning. It also ensures that the tourism policy environment is conducive to sustainable growth and development, and is responsible for tourism law reform. The subprogramme has a staff

complement of 9, and the bulk of its budget is used for coordinating the implementation of the tourism sector strategy between government, industry and civil society.

- *Research and Knowledge Management* facilitates research and information and knowledge management by: researching international best practices for tourism growth and development; setting and implementing minimum sector information standards and guidelines; coordinating various information sources; promoting the commercialisation of available information; and ensuring that information about products and services is available. The subprogramme has a staff complement of 9, and the bulk of its budget is used for research and systems development.

4.4   Programme 4: Policy, Research, Monitoring and Evaluation continue

Strategic Outcome Oriented Goal: Improve impact of tourism on the economy of South Africa.

Goal statement: To monitor and evaluate the implementation of tourism programmes, tourism strategies and policies.

Strategic Objective: Monitoring and evaluation of tourism sector performance, strategies and policies. Objective Statement: To continuously and evaluate performance of the tourism industry, tourism strategies and policies to inform decision making.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
1. Frequency of the state of tourism reports.	-	-	Trends report.	Draft 2009/10 the State of Tourism report.	1	1	1
2. Number of impact evaluation reports for the tourism sector and NDT initiative.	-	-	Proposel on the Impact of 2010 FIFA World Cup.	Report on the Impact of 2010 FIFA World Cup on Tourism.	2	2	2
3. M & E Framework for NTSS developed and Number of progress reports.	-	-	M&E Green paper.	NTSS Draft M&E Framework of NTSS.	Monitoring and Evaluation Framework for NTSS finalised.	2011/12 NTSS Annual Report.	2012/13 NTSS Annual Report.
4. Number of progress reports on tourism indicators for presidential outcomes.	-	-	M&E Green paper.	Agreements on Outcome 4,7 and 11. Quarterly reports as per presidential timeframe.	Quarterly reports based on presidential timeframes.	Quarterly reports based on presidential timeframes.	Quarterly reports based on presidential timeframes.
5. Number of tourism forecasting models customised/adapted.	-	-	None	None	1	1	1
6. M & E framework for Departmental entities developed and implemented.	-	-	Agreements with TEP and SAT.	Agreements with TEP and SAT.	M & E framework developed for entities.	Annual performance report of departmental entities.	Annual performance report of departmental entities.

Strategic Outcome Oriented Goal: Tourism priorities integrated within other sector departments, provincial and local government's planning.

Goal statement: Render policy frameworks, stakeholder management and planning related support services at provincial and local government level by analysing and participating in their planning processes.

Strategic Objective: Create an enabling policy environment and improve intergovernmental coordination. Objective Statement: To provide support to provincial and local government, through policy direction and programmes by the end of the financial year.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
7. Number of tourism-related policies / strategies / framework reviewed and / or developed.	-	-	Draft National Tourism Sector Strategy.	National Tourism Sector Strategy.	5 (Draft Domestic Tourism Strategy, Approved Crisis Management Framework, Approved Intergovernmental and Stakeholder Engagement Framework, Development of Sector Budget Structure and Report on the review of national policies' implications to tourism development and growth).	2	2
8. Number of Districts Municipalities supported to implement tourism development and growth initiatives.	-	-	Tourism Local Government Toolkit.	Analysis Report of Eastern Cape and Limpopo Districts. Tourism Toolkit for Local Government. None	Draft Local Government tourism development and growth programme. Programme initiated in 2 District Municipalities.	11 District Municipalities.	11 District Municipalities.

4.4   Programme 4: Policy, Research, Monitoring and Evaluation continue

Strategic Objective: Create an enabling policy environment and improve intergovernmental coordination. Objective Statement: To provide support to provincial and local government, through policy direction and programmes by the end of the financial year							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
9. Number of reports on the integration and alignment of tourism initiatives with the NTSS at provincial government level.	-	-	None	NTSS. Broad overview and analysis of PGDS.	Report on the alignment of the provincial growth and development strategies (PGDS) with NTSS.	1	1
10. Number of District Municipalities influenced to align tourism initiatives with the NTSS.	-	-	none	NTSS. IDPs Analysis Reports.	15 District Municipalities.	8 District Municipalities.	8 District Municipalities.
11. Number of platforms facilitated to secure additional aviation frequencies in key tourism portfolio markets.	-	-	2006 Airlift Strategy and Implementation Plan.	2 Airlift Strategy Implementetion Committee. EU-RSA Horisontal Agreement Steering Committee.	1 (Airlift Strategy Review Committee).	2	2
12. Number of initiatives & platforms aimed at improving integration & alignment created.	-	-	MINMEC TSA Working Committee. 2010 Technical Coordinating Committee.	Draft Intergovernmental Relations Stakeholder Engagement Framework.	2	2	2

Strategic Outcome Oriented Goal: Improved Tourism Sector Research, Information and Knowledge Management.

Goal statement: To advance Research, Information and Knowledge Management within the Tourism Sector.

Strategic Objective: Provide Knowledge Management for Tourism Sector. Objective Statement: To provide adequate Tourism Sector Knowledge and Information Services.							
Programme performance indicator	Audited/Actual Performance			Estimated Performance 2010/11	Medium-Term Targets		
	2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
13. Number of new information and knowledge systems and services developed (e-library, tourist guides register, events calendar etc.).	-	-	4 (E-library, Tourist Maps Accommodation database and Tourism Rural nodes GIS Maps).	1 (On line tourist guides registration system).	1	2	2
14. National Visitors Information Framework (NVIF) developed, approved and implemented in 4 Phases.	-	-	Audit report on all visitor information centres (VICs) in SA. Draft National VICs Framework. Framework on the development of Fan Embassies for the 2010 Fifa World Cup.	NVIF	NVIF brand developed.	Phase 1 Implemented.	Phase 2 Implemented.
15. Number of National Tourism information Gateways (NTIG) operational.	-	-	None	None	Framework for National Tourism Information Gateways developed.	2 Pilot projects (Air and Land based).	1 Air based. 2 Land based.
16. Standardised Knowledge management (KM) Framework for the Tourism Sector developed and implemented.	-	-	None	Draft KM Framework.	Approved KM Framework and commence with implementation.	KM Framework implemented.	KM Framework implemented.

4.4   Programme 4: Policy, Research, Monitoring and Evaluation continue

Strategic Objective: Provide Knowledge Management for Tourism Sector. Objective Statement: To provide adequate Tourism Sector Knowledge and Information Services.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	**2008/09**	**2009/10**		**2011/12**	**2012/13**	**2013/14**
17. Percentage of district municipalities whose events are captured in the National Events Calendar.	-	-	None	National Events Calendar developed.	50%	60%	70%

Strategic Objective: Manage and conduct tourism research to inform tourism growth and development. Objective Statement: To examine best practices and ensure proper execution of research for tourism growth and development.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	**2008/09**	**2009/10**		**2011/12**	**2012/13**	**2013/14**
18. Number of research studies conducted to inform niche tourism product development.	-	-	None	Cruise Tourism Research.	2	3	3
19. Number of research studies conducted to inform the development of new markets.	-	-	None	None	2 Initiated.	2 Completed.	2 Initiated.

Strategic Objective: Manage and conduct tourism research to inform tourism growth and development.							
Objective Statement: To examine best practices and ensure proper execution of research for tourism growth and development.							
Programme performance indicator	**Audited/Actual Performance**			**Estimated Performance 2010/11**	**Medium-Term Targets**		
	2007/08	**2008/09**	**2009/10**		**2011/12**	**2012/13**	**2013/14**
20. Number of research studies conducted on tourism indicators identified in the NTSS without baselines.	-	-	None	NTSS	3	3	3
21. Standardised Research Framework for the Tourism Sector developed and implemented.	-	-	None	National and provincial indicators finalised and approved. Draft National Research Framework developed.	Approved Research Framework. Commence with implementation.	Implementation of the Research Framework.	Implementation and update of the Research Framework.

5. Annual Plan: Quarterly Targets for 2011/12

Administration: Chief Operation Officer

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Percentage of compliance with provisions of government's performance and risk management prescripts.	Quarterly	100%	100% of Q1 requirements. Finalise audit of risk management requirements in terms of prescripts.	100% of Q2 requirements.	100% of Q3 requirements.	100% of Q4 requirements.
2. Intergovernmental policy integration and implementation support system developed and implemented.	Quarterly	Development and 100% implementation.	Develop an internal protocol to support intergovernmental policy integration. 100% of Q1 requirements.	100% of Q2 requirements.	100% of Q3 requirements.	100% of Q4 requirements.
3. Percentage of vacancy rate.	Quarterly	Reduce vacancy rate to 16%.	Reduce vacancy rate to 16%.	Reduce vacancy rate to 14%.	Reduce vacancy rate to 12%.	Reduce vacancy rate to 10%.
4. Percentage implementation of Workplace Skills Plan (WSP).	Quarterly	100% implementation.	Implement 25% of the plan.	Implement a further 30% of the plan.	Implement a further 25% of the plan.	Full implementation at 100% of the plan.
5. Percentage implementation of Performance Management Development System (PMDS).	Quarterly	100%	100% implementation of Q1 requirements.	100% implementation of Q2 requirements.	100% implementation of Q3 requirements.	100% implementation of Q4 requirements.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
6. Number of interventions on HIV / AIDS and Employee Health Wellness (EHW) conducted.	Quarterly	Four (4) interventions.	One (1) intervention.	One (1) intervention.	One (1) intervention.	One (1) intervention.
7. Percentage of implementation of Master Systems Plan (MSP).	Quarterly	Approved NDT MSP. Implementation of phase 1.	Draft MSP.	Approved MSP.	Implementation of Phase 1 (50%).	Implementation Phase 1 (100%).
8. Business Process Modelling and structures.	Quarterly	Audit of all NDT Business Processes. Modelling 40% of processes.	Audit complete.	Prioritise business processes for modelling. 10% of prioritised processes.	20% of processes modelled.	40% of processes modelled.
9. Uptime of network and services availability.	Quarterly	97% uptime.	97% uptime.	Maintain 97% uptime.	Maintain 97% uptime.	Maintain 97% uptime.
10. Percentage implementation of the annual implementation plan of the NDT Communication Strategy.	Quarterly	100%	Finalise Communication Strategy. Achieve 25% of the annual implementation plan of the strategy.	Achieve 25% of the annual implementation plan of the strategy.	Achieve 25% of the annual implementation plan of the strategy.	Achieve 25% of the annual implementation plan of the strategy.
11. Percentage increase in the share of own voice in the media.	Quarterly	55%	60% share of own voice.	60% share of own voice.	50% share of own voice.	47% share of own voice.
12. Number of high-profile media interventions that will lead to media coverage.	Quarterly	8	Three (3) media interventions.	Two (2) media interventions.	Two (2) media interventions.	One (1) media intervention.

5.   Annual Plan: Quarterly Targets for 2011/12 continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
13. Percentage of completion of approved rolling three (3) year strategic and one (1) year operational plan.	Quarterly	100% implementation of an operational plan.	10% of operational plan implemented.	40% of operational plan implemented.	25% of operational plan implemented.	25% of operational plan implemented.
14. Tourism international relations strategy developed and implemented.	Quarterly	Development of strategy. 100% of approved programme for the year implemented.	Analyse government priorities, foreign policy and departmental mandate.	Consult with the relevant stakeholders.	Develop draft strategy and seek mandate and approval.	Approved strategy in place.
15. Percentage compliance with case management requirements.	Quarterly	100% compliance.	Litigation Protocol submitted for approval.	100% compliance with Litigation Protocol.	100% compliance with Litigation Protocol.	100% compliance with Litigation Protocol.
16. Percentage compliance with agreed service delivery standards.	Quarterly	100% compliance.	Legal Services' Delivery Charter submitted for approval.	100% compliance with Legal Services' Delivery Charter.	100% compliance Legal Services Delivery Charter.	100% compliance with Legal Service's Delivery Charter.
17. Percentage of compliance with regulatory requirements.	Quarterly	100%	Annual financial statements for 2010/11 submitted to National Treasury (NT). Early Warning System for April 2011 to May 2011 submitted to NT.	EWS for June to August 2011 submitted to NT.	Interim financial statements for the period ended 30 September 2011 submitted to NT. EWS for September, to November 2011 submitted to NT.	Interim financial statements for the period ended 31 December 2011 submitted to NT. EWS for December 2011 to February 2012 submitted to NT.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
18. Percentage of expenditure on procurement from BBBEE and BEE enterprises.	Quarterly	59%	59% expenditure on procurement from BBBEE and BEE enterprises.	59% expenditure on procurement from BBBEE and BEE enterprises.	59% expenditure on procurement from BBBEE and BEE enterprises.	59% expenditure on procurement from BBBEE and BEE enterprises.
19. Percentage representation of designated groups.	Quarterly	50% women	Achieve 50% women representation.	Achieve 50% women representation.	Achieve 50% women representation.	Achieve 50% women representation.
		2% disability	Achieve 2% disability rate.	Achieve 2% disability rate.	Achieve 3% disability rate.	Achieve 3% disability rate.
		82% blacks	Maintain minimum 82% black representation.	Maintain minimum 82% black representation.	Maintain minimum 82% black representation.	Maintain minimum 82% black representation.

TOURISM DEVELOPMENT

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Number of Full Time Equivalent (FTEs) jobs created.	Quarterly	5 270	1 318	1 845	1 112	995
2. Number of full time equivalent jobs created from MTEF baseline budget (TEP).	Quarterly	5 000	1 250	1 250	1 250	1 250
3. Number of unemployed youth and graduates trained as Chefs and placed for experiential learning.	Quarterly	800	800	800	800	800

5. Annual Plan: Quarterly Targets for 2011/12 continue

TOURISM DEVELOPMENT continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
4. Number of unemployed youth trained in the hospitality fields and placed for experiential learning.	Quarterly	300	300	300	300	300
5. Number of people trained as Tourist Buddies and placed for experiential learning.	Quarterly	975	975	975	975	975
6. Number of tourism products in rural and less visited provinces supported.	Quarterly	Rural Tourism Development Strategy Finalised. 2 Products supported.	Refine draft rural tourism strategy through stakeholder consultation.	Rural tourism projects/ nodes identified and mapped.	Finalise draft Rural tourism strategy.	Action plan for supporting rural projects developed. (2). Rural tourism strategy launched. (3). Manual for guiding local government on the development of tourism products in rural areas.
7. Number of tourism projects funded through the EPWP funding.	Quarterly	45	45	45	45	45
8. Number of interventions implemented to facilitate, guide and support product development.	Quarterly	1 Tourism Development Master Plan Developed.	GCP Consultation review report with regards to product development.	Provincial tourism strategies sourced and aligned to GCP and Master Plan Framework Developed.	Draft Master Plan and Database of products for development aligned to rural and heritage strategies and based on nodal approach.	Completed Master Plan and Products mapped. 2 Products for funding of feasibility studies, operational models, business plans and concept documents studies identified and prioritised.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
9. Number of Investment Promotion Activities.	Quarterly	4 Investment promotion activities.	Promote investment catalogue. 1 Investment promotion initiative.	Promote investment catalogue. 1 Investment promotion initiative.	Promote investment catalogue. 1 Investment promotion initiative.	Promote investment catalogue.1 Investment promotion initiative.
10. Cultural heritage Tourism Strategy.	Quarterly	Refine 1 draft Cultural Heritage Tourism Strategy.	Conduct stakeholder consultation in relations to draft strategy.	Absorb stakeholder inputs into strategy and refine the Strategy.	Launch of Cultural Heritage Tourism Strategy.	Develop action plan for the implementation of the Cultural Heritage Strategy.
11. Event Strategy.	Quarterly	1 Events Strategy.	Finalise research in support of strategy.	Refine the draft strategy.	Strategy finalised.	Action plan for the implementation of strategy developed.
12. Niche tourism strategy.	Quarterly	1 Niche product identified, approved and strategy developed.	Identified niche approved.	Niche Strategy framework approved and Piloting of approved niche product.	Key products for further development identified.	Strategy adopted.
13. Number of intervention in support of Social Tourism development.	Quarterly	1. Research conducted.	Key stakeholders identified and consulted with.	Research conducted to establish South African Citizen's for travel.	Report compiled and clear recommendations made.	Final Report and recommendations developed. Action plan for implementation of social tourism programme developed.
14. Number of small rural enterprises supported.	Quarterly	530	500 Rural enterprises identified.	166 Enterprises supported.	167 Enterprises supported.	167 Enterprises supported.
15. Number of enterprises supported to grow (5% revenue and/or 5% jobs).	Quarterly	25 (5 rural)	25 Enterprises Identified.	25 Coached (same 25).	25 Coached (same 25).	25 Coached (same 25).
16. Number of businesses supported with market access.	Quarterly	170	170 Enterprises supported.	170 Enterprises supported.	170 Enterprises supported.	170 Enterprises supported.

5.   Annual Plan: Quarterly Targets for 2011/12 continue

TOURISM DEVELOPMENT continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
17. Number of members of designated groups supported.	Quarterly	3 351 HDE enterprises supported.	800 Enterprises supported.	800 Enterprises supported.	775 Enterprises supported.	775 Enterprises supported.
18. Number of MOU's with action plans signed with strategic partners.	Quarterly	12	3	9	0	0
19. System for monitoring compliance with BEE rating by tourism enterprises developed and implemented.	Quarterly	System piloted.	Phase 1 of project completed.	Phase 2 and IT support completed.	Phase 3 plus awareness campaign completed.	Phase 4 and booklet completed.
20. Number of organs of state who report on levers they use to drive transformation in the sector.	Quarterly	25	Roadshows to communicate the requirements and template.	Request for report and support to reporting departments.	Analyse reports.	Consolidated report on number of organs of state reporting.
21. National mentorship programme established to support the development of Black SMME's.	Quarterly	20	10	10	0	0
22. Number of black graduates participating in the accelerated tourism graduate apprenticeship.	Quarterly	50	25	25	0	0
23. Annual report published on the impact of public sector partner spend on empowered tourism goods and services.	Quarterly	1	Phase 1 of project complete.	Phase 2 of project complete.	Phase 3 of project complete.	1 Report presented (non cumulative).

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
24. Number of events successfully executed informed by the departmental mandate and objectives.	Quarterly	5	1	3	0	1

TOURISM GROWTH

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Revised skills audit report 2011 & implemented.	Quarterly	Revised Skills Audit Report for 2012.	Finalise scope of the project and finalise SLA.	Service Provider appointed and commenced with the project.	Field work and collection of data.	Report write up and approval of 1st draft report.
2. Number of unemployed matriculants and tourism graduates trained and placed for experiential learning per year in the hospitality industry.	Quarterly	Recruitment, training and placement of 70 unemployed matriculants and tourism graduates facilitated.	Recruitment & selection.	35 Unemployed matriculants & graduates placed.	35 Unemployed matriculants & graduates placed.	Evaluation report and planning for 2012/13.
3. Number of young people trained and placed as chefs per year in the hospitality industry.	Quarterly	Recruitment, training and placement of 800 young people facilitated.	Recruitment & 400 Youth on Chef Training Programme.	400 Youth on Chefs Training Programme.	Evaluation report.	Planning for 2012/13.
4. Number of tourism educator support programmes facilitated in the provinces.	Quarterly	9 Tourism educator programmes facilitated.	Scope educator needs for training & identify and get buy-in of relevant stakeholders.	Roll out in three provinces.	Roll out in three provinces.	Roll out in three provinces.

5.   Annual Plan: Quarterly Targets for 2011/12 continue

TOURISM GROWTH continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
5. Tourism Leadership Dialogues held.	Quarterly	4	Approval for service provider facilitator sought and obtained and 1st Tourism Leadership Dialogue 2011 held.	2nd Tourism Leadership Dialogue 2011 held.	3rd Tourism Leadership Dialogue 2011 held.	4th Tourism Leadership Dialogue held.
6. National Tourism Careers Expo 2011 held.	Quarterly	1 Expo held.	Present concept document to management for approval.	Preparatory process underway.	NTCE event held.	Final NTCE report received.
7. Number of higher education institutions engaged to provide professional training for scarce and critical skills for Tourism.	Quarterly	Discussion document on areas of co-operation developed. Report on institutional engagements.	Discussion document approved by management.	Engage the relevant institutions.	Draft MOU with one institutions.	Final MOU in place.
8. Framework on decent work for the sector developed & implemented.	Quarterly	Draft Decent Work Framework for the tourism sector.	1st Consultative workshop to validate situational analysis framework.	Validation of gaps derived from situational analysis.	1st Draft on decent work framework.	Final draft on decent work framework.
9. Tourism Generic Service Excellence Standards and Norms implemented.	Quarterly	Tourism Generic Service Excellence Standards and Norms facilitated.	Set up stakeholder group to engage on drafts of the norms and standards.	Engage management for comment on drafts of the norms and standards.	Engage stakeholders to submit comments to SABS when the norms and standards are published for public comment.	Communication plan finalised to communicate the SABS approved norms and standards to the industry.
10. Service Excellence Strategy implemented.	Quarterly	Implementation of phase one based on the recommendations of the strategy - launch & national campaign.	Booklets on the Strategy in place.	Roll out the implementation plan.	Roll out the implementation plan of the following projects.	Consolidated report on the roll out of the strategy.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
11. Implementation of the professionalisation of the tourist guiding strategy.	Quarterly	9 Workshops and awareness programmes conducted on the implementation plan Tourist Guiding Strategy.	Roll out plan for implementing the strategy submitted for approval.	Implementation of workshops in provinces.	Implementation of workshops.	Implementation of workshops and final report.
		4 SADC Countries consulted on harmonising guiding standards. Draft framework on harmonising guiding standards developed.	2 SADC Countries consulted with on harmonisation of standards.	2 SADC Countries consulted with on harmonisation of standards.	Draft framework on harmonising guiding standards developed.	Draft framework submitted to management for approval.
		Monitoring, and report on provincial Tourist guides registration.	Ist Quarterly Report on Tourist Guide Registration submitted to Management. Provinces invited to host ITG day.	International Tourist Guiding day preparations. 2nd Quarterly Report on Tourist Guide Registration submitted to Management.	International Tourist Guiding day preparations. 3rd Quarterly Report on Tourist Guide Registration submitted to Management.	Celebration of the International Tourist Guiding day held.
12. A consumer satisfaction framework for tourism developed.	Quarterly	Consumer satisfaction framework developed and communicated to the industry and spheres of government.	Draft concept document and implementation for consumer satisfaction framework developed for management approval. Investigation of existing consumer feedback systems.	Questionnaire for consumer feedback developed - Draft MOU between NDT & DTI developed and submitted to management for approval. 1 Stakeholders workshops conducted.	MOU with DTI approved and signed. 1 Stakeholders workshops conducted.	Referral criteria between NDT and DTI in place. Consumer feedback consolidated and report developed. 1 Stakeholders workshops conducted.

5. Annual Plan: Quarterly Targets for 2011/12 continue

TOURISM GROWTH continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
13. Establishment & Monitor Accreditation System and Accreditation of Certification Agencies for NMSRT.	Quarterly	SANAS approved Accreditation System in place.	MOU with SANAS approved and signed.	Training of Certification Agencies, and awareness workshop with industry stakeholders conducted.	Accreditation Panel Appointed; awareness workshop with industry stakeholders conducted.	Accreditation System in place and open to receive applications for accreditation.
14. Universal Access in Tourism Action Plan developed and implemented.	Quarterly	UA Action Plan finalised with annual action plan.	Consultation with all UA stakeholders and industry on implementation of the Action Plan.	UA Awareness workshops held in 3 Provinces and 1000 brochures distributed at Tourism Indaba. UA Sector Declaration finalised.	UA Awareness workshops held in 3 Provinces and 1500 brochures distributed. UA Sector declaration adopted by key Tourism Associations.	UA Awareness workshops held in 3 Provinces and 1500 UA Awareness brochures distributed.
15. National Climate Change and Tourism response programme formulated.	Quarterly	National Climate Change and Tourism Action Plan developed.	Draft CC and T Action Plan prepared and presented to the Climate Change and Tourism Task Team. CC and Tourism brochure developed and approved.	Climate Change and Tourism awareness workshops held in 3 Provinces and 2 000 brochures distributed.	Climate change and Tourism awareness workshops held in 3 provinces and 1500 brochures distributed.	Action Plan finalised and approved by 4D. Climate change and tourism workshops held in 3 provinces and 1500 brochures distributed.
16. National Responsible Tourism Strategy developed and implemented.	Quarterly	National Responsible Tourism Strategy developed including annual action plan.	Stakeholders consulted on draft RT strategy.	RT strategy annual action plan finalised.	RT strategy and action plan presented to Development Working Group and MIPTECH.	RT strategy and action plan approved by NDT management.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Frequency of the state of tourism reports.	Quarterly	1	2009/10 State of Tourism Report finalised, printed and distributed.	Proposal to updated the 2009/10 State of Tourism Report developed and submitted for approval.	Stakeholder consultation. Data/ information collection. Progress report.	Draft 2010/11 State of Tourism Report compiled and submitted for approval.
2. Number of impact evaluation reports for the tourism sector and NDT initiative.	Quarterly	2	Two (2) Projects identified for evaluation. Proposal to evaluate two (2) identified projects submitted for approval.	Stakeholder consultation on approved proposal. Methodology developed and approved.	Data collection. Progress report.	Methodology developed and approved. Stakeholder consultation on approved proposal.
3. Monitoring & Evaluation Framework for NTSS developed and Number of progress reports.	Quarterly	Monitoring and Evaluation Framework for NTSS finalised.	Draft M and E framework for the NTSS submitted to MANCO for inputs.	Stakeholder consultation on M and E framework.	Final draft M and E Framework developed & inputs from stakeholders incorporated.	The M and E Framework for NTSS submitted for approval.
4. Monitoring & Evaluation Framework for NTSS developed and Number of progress reports.	Quarterly	Quarterly reports based on presidential timeframes.	Draft progress report on outcome 4, 7, and 11 compiled and submitted for approval.	Draft progress report on outcome 4, 7, and 11 compiled and submitted for approval.	Draft progress report on outcome 4, 7, and 11 compiled and submitted for approval.	Draft progress report on outcome 4, 7, and 11 compiled and submitted for approval.
5. Number of tourism forecasting models customised / adapted.	Quarterly	1	Literature review / desktop research on existing forecasting models (including best practice). Draft report on findings and recommendations compiled and submitted for approval.	Stakeholder consultation. Proposal on forecasting model for one tourism indicator compiled and submitted for approval.	Service provider appointed. Progress report.	Draft Model developed to forecast one tourism indicator. Stakeholder consultation on model developed. Model submitted for approval.

5. Annual Plan: Quarterly Targets for 2011/12 continue

POLICY, RESEARCH, MONITORING AND EVALUATION continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
6. M & E Framework for Departmental entities developed and implemented.	Quarterly	M & E Framework developed for entities.	Agreement for TEP analysed. Proposal to develop the M&E Framework for departmental entities (TEP & SAT) developed and submitted for approval.	Draft M&E Framework for departmental entities (TEP & SAT) developed and submitted for approval. TEP & SAT quarterly reports analysed.	Stakeholder consultation on the draft M&E Framework for departmental entities. TEP & SAT quarterly reports analysed.	Submit the M&E Framework for approval. TEP & SAT quarterly reports analysed. Analyse revised strategy for 2012/2013 for TEP & SAT.
7. Number of tourism-related policies / strategies / framework reviewed and / or developed.	Quarterly	5 (Draft Domestic Tourism Strategy, Approved Crisis Management Framework, Approved Intergovernmental and Stakeholder Engagement Framework, Development of Sector Budget Structure and Report on the review of national policies' implications to tourism development and growth).	Draft project plan for Domestic Tourism Strategy. Compile project plan for developing Crisis Management Framework. Draft guidelines for policy development. Draft report on national policy implications to tourism development.	Approved guidelines for policy development. 1 Issue based policy paper developed. Final report on national policy implications to tourism development. Drafting of Domestic Tourism Growth Strategy. First Draft Crisis Management. Framework and submit to Manco for inputs. Stakeholder consultation sessions on NTSS implementation plan.	Stakeholder consultation session on NTSS implementation plan. Consult of the Draft Crisis Management Framework. Finalise Drafting of Domestic Tourism Growth Strategy.	NTSS implementation plan approved & costed. Draft Domestic Tourism Strategy submitted for approval. Stakeholder consultation session on NTSS implementation plan. 1 Issue based policy paper developed. Approved Crisis Management Framework.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
8. Number of District Municipalities supported to implement tourism development and growth initiatives.	Quarterly	Analysis Report of Eastern Cape and Limpopo Districts.	Draft concept document on the Local Government Tourism Development & Growth Programme developed.	Concept document on the Local Government Tourism Development & Growth Programme approved.	Local Government Tourism Development & Growth Support Programme developed.	Programme initiated in 2 District Municipalities.
9. Number of reports on the integration and alignment of tourism initiatives with the NTSS at provincial government level.	Quarterly	Report on the alignment of the provincial growth and development strategies (PGDS) with NTSS.	Analysis of provincial plans.	Draft report developed and circulated for comments to internal stakeholders.	Draft report revised.	Report submitted for approval.
10. Number of District Municipalities influenced to align tourism initiatives with the NTSS.	Quarterly	15 District Municipalities.	3 District Municipalities influenced to align tourism initiatives with the NTSS.	3 District Municipalities influenced to align tourism initiatives with the NTSS.	3 District Municipalities influenced to align tourism initiatives with the NTSS.	4 District Municipalities influenced to align tourism initiatives with the NTSS.
11. Number of platforms facilitated to secure additional aviation frequencies in key tourism portfolio markets.	Quarterly	2 by 31 March 2012.	Report on reviewed portfolio markets and airlift challenges.	Gap analysis report on implementation of Airlift Strategy. Draft report on frequency challenges compiled with recommendations.	Approved proposal & strategic document in place. Engagement on approved proposal with external stakeholders.	Report of bilateral negotiations on 2 portfolio markets compiled and submitted for management endorsement.
12. Number of initiatives & platforms aimed at improving integration & alignment created.	Quarterly	2 by 31 March 2012.	National Stakeholder Forum established & launched. Convene meetings of the Governance Working Group. Bilateral with other departments on NTSS implications.	Create awareness on the stakeholder forum. Convene meetings of the Governance Working Group. Bilateral with other departments on NTSS implications.	National Stakeholder forum hosted. Convene Meetings of the Governance Working Group. Bilateral with other departments on NTSS implications.	National Stakeholder forum hosted. Convene Meetings of the Governance Working Group. Bilateral with other departments on NTSS implications.

5.   Annual Plan: Quarterly Targets for 2011/12 continue

POLICY, RESEARCH, MONITORING AND EVALUATION continue

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
13. Number of new information and knowledge systems and services developed (e-library, tourist guides register, events calendar etc).	Quarterly	1	E-Library Review Report Developed.	E-Library Internal User (NDT) requirements specifications developed.	E-Library development enhancements specifications developed.	Partnership with IT to implement the e-library development enhancements.
14. National Visitors Information Framework (NVIF) developed, approved and implemented in 4 Phases.	Quarterly	NVIF brand developed.	Report on Stakeholder Consultation on draft NVIF.	NVIF Review Document Developed.	Submission of revised NVIF to management for approval.	Approved NVIF.
15. Number of National Tourism information Gateways (NTIG) operational.	Quarterly	Framework for National Tourism Information Gateways developed.	Research report on NTIG.	Draft NTIG framework developed.	Approval from management for consultation on draft NTIG framework.	Report on Stakeholder consultation on draft NTIG framework.
16. Standardised Knowledge management Framework for the tourism sector developed and implemented.	Quarterly	Approved KM Framework and commence with implementation.	Approval from management for Stakeholder Consultation on draft KM Framework.	Report on Stakeholder consultation on draft KM Framework.	Final draft KM Framework.	Approved KMF.
17. Number of information dissemination platforms developed.	Quarterly	1	Research report on use of social media for tourism.	Report on Stakeholder Consultation for inputs on the research report.	Draft social media strategy developed and submitted.	Draft social media strategy approved by management.
18. Percentage of district municipalities whose events are captured in the National Events Calendar.	Quarterly	50%	Report on Consultation with District Municipalities on events calendar.	Develop events calendar database structure developed.	30% Population of events calendar.	50% Population of events calendar.

Programme Performance Indicator	Reporting Period	Target 2011/12	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
19. Number of research studies conducted to inform niche tourism product development.	Quarterly	2	Detail proposals for 2 priority projects. Quality assurance of project proposals by Research Policy Expert Forum.	Project plans developed. Progress reports on 2 research projects.	Draft reports on 2 research projects available.	Final reports for 2 research projects submitted to MANCO for approval.
20. Number of research studies conducted to inform the development of new markets.	Quarterly	2 Initiated.	Detailed proposals for 2 priority projects. Quality assurance of project proposal by Research Policy Expert Forum.	Project plans developed. Progress reports on 2 research projects.	Draft reports on 2 research projects available.	Draft reports for 2 research presented to MANCO for inputs.
21. Number of research studies conducted on tourism indicators identified in the NTSS without baselines.	Quarterly	3	3 Priority indicators identified and gap analysis conducted on indicators identified.	Baseline desktop research conducted on 3 indicators and progress reports available.	Draft reports on baseline research on 3 indicators available.	Report on baseline research on 3 indicators presented to MANCO for approval.
22. Standardised Research Framework for the tourism sector developed and implemented.	Quarterly	Approved Research Framework. Commence with implementation.	Draft Research framework presented to MANCO and Working Groups. Identification of research partners for collaboration.	Draft Research Framework presented to external stakeholders for inputs. Draft MoU developed for collaboration.	Final draft Research Framework. Consultation with identified research partners.	Approved Research Framework. MoU signed with research partners.

5.1 Reconciling performance targets with the Budget and MTEF

Administration

Expenditure estimates

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Subprogrammes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Ministry	26,547	28,102	27,544	33,597	32,506	37,826	39,879
Management	2,892	2,848	2,792	9,233	10,661	12,919	13,663
Corporate Affairs	55,782	56,546	54,831	92,152	104,596	128,978	134,455
Office Accommodation	13,601	13,441	10,801	43,858	26,000	29,000	32,000
Total	**98,822**	**100,937**	**95,968**	**178,840**	**173,763**	**208,723**	**219,997**

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	50,169	51,629	53,913	58,421	82,058	91,696	98,074
Goods and services	47,652	48,951	37,643	89,241	84,878	109,640	113,925
Communication	1,314	1,357	1,620	928	1,536	1,948	2,122
Computer services	1,142	1,913	283	2,940	11,513	17,523	16,554
Consultants and professional services	7,905	8,954	2,163	8,565	5,721	7,108	7,696
Inventory	677	755	1,234	3,306	2,743	3,638	3,768
Lease payments	13,601	13,441	13,667	18,037	28,970	32,771	35,746
Travel and subsistence	14,086	15,397	12,966	18,498	21,170	26,094	27,508

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers and subsidies	-	-	4,000	3,265	5,000	5,250	5,539
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	4,000	3,265	5,000	5,250	5,539
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
Payments for capital assets	1,001	358	412	27,913	1,827	2,137	2,459
Machinery and equipment	968	306	408	27,813	1,827	2,137	2,459
Software and other intangible assets	33	52	4	100	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	98,822	100,937	95,968	178,840	173,763	208,723	219,997

Performance and Expenditure trends

Expenditure increased from R89.7 million in 2007/08 to R178.8 million in 2010/11, at an average annual rate of 25.9 per cent, mainly due to annual salary increases and adjustments for inflation.

Expenditure is expected to increase sturdily over the MTEF period, from R178.8 million to R220 million, at an average annual rate of 7.1 per cent, as a result of an increase in funding for the new office building and improved conditions of service, as well as other costs such as internal and external audit fees. The increase is also due to the phasing in of an increased establishment over the MTEF period. The ratio of administrative costs to line function costs over the MTEF period is 1:0:7.

5.1   Reconciling performance targets with the Budget and MTEF continue

Tourism Development

Expenditure estimates

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Subprogrammes	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Tourism Development Management	8,545	6,134	5,006	3,351	3,694	8,461	7,511
Product and Enterprise Development	-	2,000	2,000	10,163	13,236	14,925	16,394
Social Responsibility Implementation	353,833	420,105	266,001	291,226	302,669	237,357	250,413
Sector Transformation	-	-	-	6,943	8,541	13,358	13,950
Business Trust	65,750	69,366	52,097	20,000	20,000	25,000	30,000
Total	**428,128**	**497,605**	**325,104**	**331,683**	**348,140**	**299,101**	**318,268**

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Economic classification	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Compensation of employees	71,044	40,962	16,621	21,479	27,710	30,979	33,141
Goods and services of which:	13,596	19,864	9,510	16,221	22,539	38,751	34,243
Communication	35	460	639	226	375	588	589
Computer services	12	275	586	82	62	2,055	157
Consultants and professional services	1,475	1,921	861	3,551	10,548	14,706	15,691
Inventory	301	301	-	1,008	644	984	961
Lease payments	30	287	-	220	80	165	151
Travel and subsistence	6,341	10,017	3,626	3,989	7,735	16,338	12,918

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers and subsidies	**343,488**	**436,779**	**298,973**	**292,543**	**293,396**	**228,910**	**250,381**
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	65,750	71,366	54,097	22,200	21,200	26,200	31,266
Households	277,738	365,413	244,876	270,343	272,196	202,710	219,115
Payments for capital assets	**-**	**-**	**-**	**1,440**	**4,495**	**461**	**503**
Machinery and equipment	-	-	-	1,440	4,495	461	503
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**428,128**	**497,605**	**325,104**	**331,683**	**348,140**	**299,101**	**318,268**

Performance and expenditure trends

The spending focus over the medium term will be on supporting tourism products development for rural and less frequently visited provinces, promoting industry compliance with the Tourism BEE Charter and Scorecard, and ensuring the competitiveness of the South African tourism sector by diversifying and enhancing the tourism product offering.

Expenditure decreased from R428.1 million in 2007/08 to R331.7 million in 2010/11, at an average annual rate of 8.2 per cent, due to a decrease in funding to tourism infrastructure projects in the expanded public works programme.

Over the MTEF period, expenditure is expected to decrease from R331.7 million to R318.3 million, at an average annual rate of 1.4 per cent. The decrease is mainly due to a reduced budget for implementing the expanded public works programme, which is allocated R283.4 million, R237.4 million and R250.4 million over the period. The ratio of administrative costs to line function costs is 1:6:7.

5.1   Reconciling performance targets with the Budget and MTEF continue

Tourism Growth

Expenditure estimates

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Subprogrammes	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Tourism Growth Management	-	-	-	2,299	3,589	8,269	8,133
Marketing, Responsible Tourism and Quality Assurance	12,308	12,208	15,116	6,912	9,724	10,700	11,398
Capacity Building	800	1,000	5,000	17,831	12,148	13,215	14,070
South African Tourism	517,556	582,135	699,489	631,685	668,613	701,803	740,402
Total	**530,664**	**595,343**	**719,605**	**658,728**	**694,074**	**733,987**	**774,003**

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Economic classification	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Compensation of employees	6,920	6,445	9,864	12,623	17,537	19,526	20,861
Goods and services of which:	5,388	5,763	5,252	8,495	6,604	11,336	11,344
Communication	35	107	107	199	213	232	257
Computer services	12	275	275	-	10	8	8
Consultants and professional services	1,475	346	346	1,800	1,130	1,152	1,199
Inventory	-	-	-	861	868	878	921
Lease payments	30	100	100	80	80	84	88
Travel and subsistence	1,413	2,261	1,973	2,115	2,367	2,739	2,867

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers and subsidies	**518,356**	**583,135**	**704,489**	**637,185**	**669,613**	**702,828**	**741,484**
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	517,556	582,135	699,489	631,685	668,613	701,803	740,402
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	800	1,000	5,000	5,500	1,000	1,025	1,082
Households	-	-	-	-	-	-	-
Payments for capital assets	**-**	**-**	**-**	**425**	**320**	**297**	**314**
Machinery and equipment	-	-	-	425	320	297	314
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**530,664**	**595,343**	**719,605**	**658,728**	**694,074**	**733,987**	**774,003**

Performance and expenditure trends

The spending focus over the MTEF period will be on strengthening the adoption of norms and standards, developing guidelines and strategies for the tourism sector, and marketing South Africa as a preferred destination.

Expenditure increased from R530.7 million in 2007/08 to R658.7 million in 2010/11, at an average annual rate of 7.5 per cent, due to increased allocations to South African Tourism for international marketing. Over the MTEF period, expenditure is projected to grow at an average annual rate of 5.5 per cent, to reach R774.0 million in 2013/14. The increase is mainly in the transfer payment to South African Tourism for international tourism marketing.

The ratio of administrative costs to line function costs is 1:33.3.

5.1   Reconciling performance targets with the Budget and MTEF continue

Policy, Research, Monitoring and Evaluation

Expenditure estimates

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Subprogrammes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Policy, Research, Monitoring and Evaluation Management	-	-	-	1,835	3,839	8,111	8,070
Policy Development and Evaluation	3,418	13,641	10,360	6,880	10,707	11,009	11,430
Research and Knowledge Management	4,100	4,300	4,621	5,850	12,353	12,971	13,513
Total	**7,518**	**17,941**	**14,981**	**14,565**	**26,899**	**32,091**	**33,014**

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	2,653	7,392	9,233	8,557	14,590	16,226	17,333
Goods and services of which:	4,865	10,549	5,748	5,657	12,249	15,845	15,646
Communication	35	107	35	141	146	191	188
Computer services	12	275	12	550	323	350	345
Consultants and professional services	1,306	346	939	1,776	6,558	9,367	9,197
Inventory	-	-	-	185	552	671	671
Lease payments	30	100	30	69	20	20	20
Travel and subsistence	1,059	7,047	1,773	1,768	3,370	3,888	3,870

Rand thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Medium term estimates		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers and subsidies	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	351	60	20	35
Machinery and equipment	-	-	-	151	60	20	35
Software and other intangible assets	-	-	-	200	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	7,518	17,941	14,981	14,565	26,899	32,091	33,014

Performance and expenditure trends

Policy, Research, Monitoring and Evaluation

Spending over the medium term will focus on support to ensure the inclusion of tourism priorities in provincial growth and development strategies and in the integrated development plans of municipalities. Funds will also be used for: coordinating the implementation of the tourism sector strategy between government, industry and civil society; ensuring collective ownership of the sector commitments, and delivery; research; and developing and implementing a reliable and accessible information and knowledge management system.

Expenditure increased from R7.5 million in 2007/08 to R14.6 million in 2010/11, at an average annual rate of 24.7 per cent, mainly due to annual salary increases and inflation adjustments.

Expenditure is expected to increase over the MTEF period, at an average annual rate of 31.4 per cent, to reach R33 million. The growth is mainly due to the R8.8 million increase in compensation of employees, as a result of phasing in additional posts to reach the total establishment of 45 posts in 2013/14. The ratio of administrative costs to line function costs is 1.0:6.

6. Links to the long-term infrastructure and other capital plans

Not Applicable.

7. Conditional grants

Not Applicable.

8. Public Entity: South African Tourism

The core business of South African Tourism, established in terms of the Tourism Act (1993), is to market South Africa as a tourism destination of choice. Key activities include the promotion of tourism by encouraging travel to and within South Africa and ensuring the highest attainable standards of tourism services and facilities.

Key objectives over the medium term include: Increasing the annual volume of international tourists; increasing the average spend per tourist; increasing the international brand awareness of South Africa as a travel destination; increasing the number of graded accommodation establishments; and leveraging off the gains made in the tourism industry from the 2010 FIFA World Cup. Funding is primarily used for running offices in market countries to reduce seasonality in the industry and for facilitating the grading of products and services.

9. Public-Private Partnerships

Not Applicable.

VISION

To be globally celebrated as a leader in tourism excellence.

MISSION

Collectively and boldly promoting responsible and sustainable tourism for the benefit of all South Africans.

VALUE

The following departmental values (PROSPER) are based on the broader South African value of Ubuntu and Public Service Batho Pele principles:

- A **R**esponsible government department,
- that is **R**esponsive to the needs of the people,
- **S**erving them with **P**ride and **E**xcellence,
- with a sense of **P**rofessionalism
- and **O**penness.

Strategic outcome oriented goals

Strategic Outcome Oriented Goal	Goal Statement
1. Achieve good corporate and cooperative governance.	Provide comprehensive corporate support service to the department to ensure good governance.
2. Improve the impact of tourism on the economy of South Africans.	Pursue economic empowerment through sector transformation, job creation programmes, product and enterprise development.
	To monitor and evaluate the implementation of tourism programmes, tourism strategies and policies.
3. Strengthen collaboration and partnerships within the tourism sector.	Identify strategic partners for growth through Public Private Partnership channels for engagement and ensure quality and precision in articulating our role as the Department of Tourism in such engagements for the purpose of achieving positive impactful results at all times.
4. To improve competitiveness, growth and sustainability of the tourism industry.	To effectively and efficiently maintain lifelong learning through skills development and provision of excellent service in the tourism industry.
	By promoting the highest levels of customer satisfaction and value for money for tourism consumers.
	To enhance the competitiveness of destination South Africa through the implementation of sustainability practices in Tourism.
5. 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.
6. Improved Tourism Sector Research, Information and Knowledge Management.	To advance Research, Information and Knowledge Management within the tourism sector.

BUDGET PROGRAMMES

Programme 1: Administration
Programme 2: Tourism Development
Programme 3: Tourism Growth
Programme 4: Policy, Research, Monitoring & Evaluation

Tourism Call Centre number: 0860 121 929
Tourism Call Centre Email: callcentre@tourism.gov.za
Switch Board Number: (012) 310 - 3200

Physical Address (Head Office, Pretoria)
Nedpark Building, 17 Trevenna Street, SUNNYSIDE

Postal Address (Head Office, Pretoria)
Private Bag x424, PRETORIA, 0001

tourism
Department:
Tourism
REPUBLIC OF SOUTH AFRICA

South Africa