DEPARTMENT OF TOURISM

ANNUAL PERFORMANCE PLAN FOR 2023/24 FINANCIAL YEAR AND THE MTEF

PRESENTATION TO PORTFOLIO COMMITTEE ON TOURISM

2 MAY 2023

broadening horizons

tourism
Department:
Tourism
REPUBLIC OF SOUTH AFRICA

2030 NDP

CONTENTS

1.VISION AND MISION

Vision	Leading sustainable tourism development for inclusive economic growth in South Africa.
Mission	To grow an inclusive and sustainable tourism economy through: • good corporate and cooperative governance; • strategic partnerships and collaboration; • innovation and knowledge management; and • effective stakeholder communication

2. VALUES

Performance Values	• **Innovative:** Leveraging of resources and partnerships to optimise delivery to our stakeholders, and being responsive to change. • **Ethical (good corporate governance):** Encapsulating the principles of integrity, transparency and accountability. • **Customer focus:** Providing services and solutions in a manner that is efficient, effective and responsive.
Organisational Values	• **Empowerment:** Create an environment conducive to growth and development for our people. • **Integrity:** Act with integrity by maintaining the highest standards for accountability, serving with respect, honesty and trustworthiness. • **Recognition:** Be an organisation that values its own people by ensuring fairness of systems and processes, being supportive as well as recognising and rewarding performance.

3. KEY STRATEGIC OUTCOMES AND FOCUS

OUTCOME	WHAT DOES THIS MEAN?
Increase the tourism sector's contribution to inclusive economic growth.	Tourism's contribution to the economy is measured by **jobs created, contribution to GDP, and revenue generated from tourism activity**. Furthermore, as a services export sector, tourism is a significant earner of foreign currency. In the South African context, this growth should be underpinned by the principle of inclusivity to drive tourism-sector transformation. An increase in tourism's economic contribution is driven by an **increase in domestic and international tourist arrivals** as well as an **increase in tourist spend**. Along with its partners, the Department must create an **environment conducive** to this increase by ensuring a **quality and diverse tourism offering** as well as by developing sector capacity.
Achieve good corporate and cooperative governance.	We must conduct our business in a manner that **creates public confidence in the state.** This requires **excellent systems for the management of public resources, ridding the system of any inefficiency and enabling oversight by institutions** of the state in the interest of the public.

4. KEY RISKS

Outcome	Key Risk	Risk Mitigation
Increase the tourism sector's contribution to inclusive economic growth.	Inability to meet the Tourism B-BBEE Sector Code targets to facilitate radical economic transformation within the tourism sector.	• Enhance awareness campaigns on Tourism B-BBEE Scorecard and programmes offered by the Department. • Consultation with stakeholders on the Tourism Transformation Strategy. • Establish mechanism for monitoring and reporting of sector transformation targets indicated in the Tourism B-BBEE Sector Codes. • Support the Tourism Transformation Council of South Africa to be independent from the Department of Tourism. • To engage the National Empowerment Fund (NEF) and DBSA to include the B-BBEE targets for those appointed through their programmes. • Facilitate the review of the Executive Development Programme for Black women. • Implementation of the following incubation programmes: • Tour Operators, Tourism Tech Innovation, Food Services and Community Based Tourism Incubator, Homestay Incubator Support Programme. • Implement Business Development Support for Women in Tourism - Limpopo Pilot. • Tourism Incentive Programme: Implement Tourism Market Access Support programme, Tourism Grading Support Programme and Facilitate Implementation of the Tourism Equity Fund.
	Inadequate infrastructure planning and implementation.	• Utilise the revised infrastructure contract, planning, implementation and monitoring templates and processes (applicable for all new projects). • Project site visits, project steering committees and regular engagements with the DBSA team to review project progress. • SLA between the Department and DBSA to be performance oriented with related tranche payments. • Commence with the development of a new web-based project management system. • Implement the National Treasury Standard for Infrastructure Procurement Delivery Mechanism governing the infrastructure life cycle.

4. KEY RISKS ... CONTINUED

Outcome	Key Risk	Risk Mitigation
Increase the tourism sector's contribution to inclusive economic growth.	Inability to create an enabling legislative and regulatory environment for tourism development and growth.	Review the National Tourism Sector Strategy (NTSS), 2016 and, if required, the Tourism Act 2014.
	Key markets access to South Africa constrained due to limited aviation and visa capacity especially following COVID-19 Pandemic (not within their control).	• Facilitate a national approach to air access initiatives in collaboration with the Department of Transport and key partners. • Actively participate in the National Air Access Committee to stimulate Air Services. • Support the Department of Home Affairs in the development of the e-visa programme where needed.
	Poor brand reputation and potential visitors' perceptions about safety of Destination South Africa.	• Implementation of the Tourism Monitor Programme. • Participation at the Justice, Crime Prevention and Security Cluster. • Provide reports on the implementation of the Tourism Safety Strategy and Action Plan (fast-tracking of cases related to tourist attacks and the implementation of Virtual Courts for cases related to international tourists).
	Negative effect of public health emergencies due to global outbreaks, extreme weather events, national disasters and climate change.	• Implementation of Tourism Monitors programme to incorporate norms and standards for safe tourism operation. • Skills Development Programmes Training implemented with training on norms and standards integrated. • Service Excellence Standards implemented with norms and standards for safe tourism operations. • Training of SMMEs on Norms and Standards. • Capacity building programmes to integrate training on Norms & Standards. • Create awareness about the vulnerability of Destination South Africa and necessary mitigations.

Outcome	Key Risk	Risk Mitigation
Increase the tourism sector's contribution to inclusive economic growth.	Decline in supply side products and services following COVID-19.	• Support Tourism Infrastructure Maintenance in State-Owned Attractions and Assets. • Collect secondary data by using other platforms or alternative methods/issue a call for information to bridge the information gap that exists.
	Delays in the implementation of the Tourism Transformation Fund.	• Monitoring of the implementation of the Tourism Transformation Fund (TTF). • Appointment of senior departmental officials on the NEF's 3rd party funds committee to assist in the adjudication of recommended TTF applications. • Contract management (effect provisions of the MoA). • Appointment of departmental officials on the Project Steering Committee of the TTF. • Review of quarterly TTF implementation reports received from NEF. • Conduct business case on the use of business partners e.g. Banks. • Investigate alternative delivery mechanism/s for TTF.
	Ineffective contract management.	• Facilitate oversight on Contract Management through the Operations Committee (representation from Branches, Legal Services, SCM, Finance, Risk). • Review Risk identification and Mitigation Plan for all departmental contracts. • Top Management and MANCO oversight on Contract Management. • Awareness & administration of contracts, vetting, guarantees, warranties and retention fees. • Review the current Contract Management Policy. • Ensure development and approval of Standard Operating Procedures on Contract Management. • Establish a centralised and credible Contract Management Register. • Implement Internal Control measures (e.g. compliance checklist) Contract Management. • Facilitate training on specification development and Bid Evaluation for all employees. • Facilitate training on Contract Management to relevant functionaries. • Facilitate Project Management Training for relevant functionaries. • Facilitate suitable KRA & Targets for all sub-programmes responsible for Contract Management.

4. KEY RISKS … CONTINUED

Outcome	Key Risk	Risk Mitigation
Achieve good corporate and cooperative governance.	Monopoly and collusive practices by suppliers.	• Vetting of service providers and departmental employees. • Confidential and or secrecy forms signed by all departmental employees. • Declaration of conflict of interest by all employees involved in procurement processes • Blacklist service providers involved in bid rigging with National Treasury register of defaulters.
	Inadequate Project Management.	• Strengthen project management, monitoring and reporting capacity of project managers, through the DBSA skills transfer process. • Continue to implement a system for monitoring progress of projects. The system is already in place and needs continual implementation and improvement. • Projects or programme concept / design and implementation plan to be developed. • Approved concept/design to be made available to procurement committees and to form the basis for the development of Terms of References.

	Inadequate alignment between the Department's strategic priorities and South African Tourism (SAT).	• Facilitate MTEF integrated Planning between the Department and SA Tourism.
		
		• Strengthen oversight on SA Tourism through the following instruments:
		   o SLA between SAT and the Department linking deliverables to tranche payments
		   o Public Entity Oversight Framework
		   o Revised Governance Protocol
		   o Quarterly Entity Oversight Reports

5. ALIGNMENT TO GOVERNMENT PRIORITIES:

ECONOMIC RECONSTRUCTION

AND

RECOVERY PLAN

(ERRP)

Priority interventions for economic recovery	Infrastructure investment	Energy security	Presidential Employment Stimululs	Strategic localisation, industrialisation and export promotion
	Tourism recovery and growth	The green economy	Food security	Gender equality and economic inclusion

MACROECONOMIC FRAMEWORK FOR FISCAL SUSTAINABILITY

Key enablers to restore growth

REGULATORY CHANGES TO ENABLE GROWTH

BUILDING A CAPABLE STATE

ECONOMIC DIPLOMACY AND AFRICAN INTEGRATION

SKILLS DEVELOPMENT

Link between the ERRP and the Tourism Sector Recovery Plan (TSRP):

Tourism has been identified as one of the priority areas of intervention in the ERRP

Tourism Sector has a contribution to make on the following **priorities** of the ERRP:

Infrastructure

Skills Development

Mass Public Employment

Green Economy Interventions

Gender Equality and the inclusion of Women and Youth
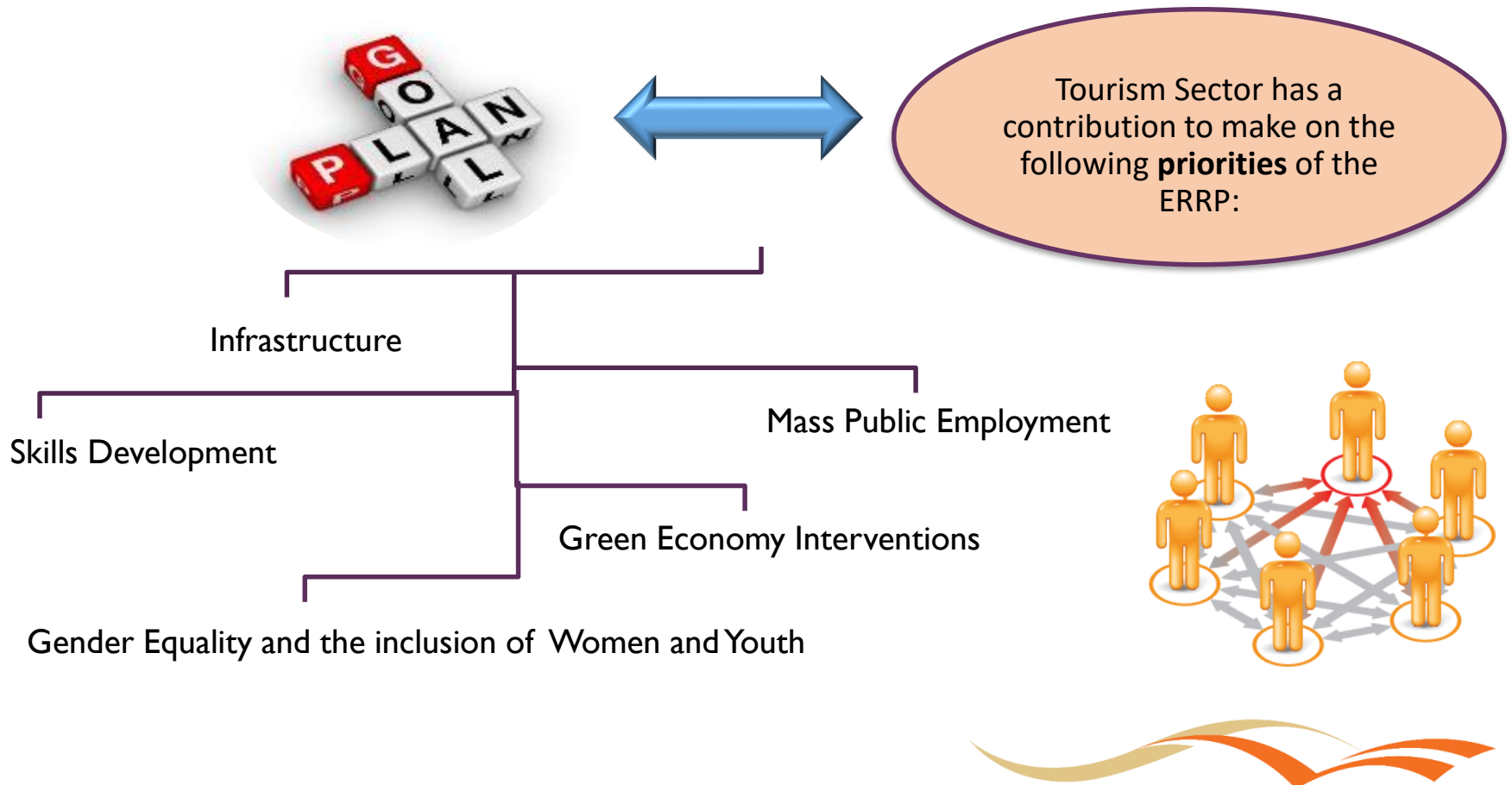
TSRP INFORMED APP

THREE STRATECIG THEMES / PILLARS	PROTECT AND REJUVENATE SUPPLY	RE-IGNITE DEMAND	STRENTHENING ENABLING CAPABILITY
SEVEN STRATEGIC INTERVENTIONS	1. Implement norms and standards for safe operations across the value chain to enable safe travel and rebuild traveller confidence.	4. Stimulate domestic demand through targeted initiatives and campaigns.	7. Launch an investment and resource mobilisation programme to the support supply.
	2. Support for the protection of core tourism infrastructure and assets..	5. Execute a global marketing programme to reignite international demand.	8. Tourism Regional Integration.
			9. Review the tourism policy to provide enhanced support for sector growth and development.
ENABLERS	3. Form targeted partnerships between industry and government.	6. Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety and quicker turnaround times in the processing of tour operators' licences.	10. Deployment of the vaccine.
			11. Stimulate demand through government consumption.

RISKS

Reduced airlift capacity, brand positioning in key source markets and the easing of cross boarder travel restrictions.

Domestic travel not picking up in the short to medium term, considering the weak state of the economy and diminishing household disposable income.

The country may not be able to achieve its target of population immunity by the end of 2021.

The stop and start cycles the sector will experience as new waves and variants may occur.

6. Programme Performance Information

6.1 Programme 1: Administration

The Corporate Management Branch provides strategic leadership, management and support services to the Department.

Programme 1: Administration Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: Unqualified annual audit on financial and non-financial performance. **Output Indicator 1:** Audit outcome on financial statements and performance information.				
Unqualified audit on financial statements and performance information.	Financial and non-financial performance information submitted to the Auditor-General South Africa (AGSA) and National Treasury (NT).	AGSA audit report received.	Implementation Plan developed as per AGSA outcomes. Review internal control measures.	Implementation of audit action plan as per AGSA outcomes.
Output: Departmental expenditure to contribute to the Government's economic transformation agenda. **Output Indicator 2:** Percentage procurement of goods and services from SMMEs.				
40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.
Output Indicator 3: Percentage of compliant invoices paid within prescribed timeframes.				
100% Payment of all compliant invoices within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.

Programme 1: Administration Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output Indicator 4: Percentage of procurement spend from women-owned businesses.				
40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.
Output: Oversight over South African Tourism (SA Tourism). **Output Indicator 5:** Number of public entity oversight instruments developed.				
Six instruments developed:				
Four SA Tourism quarterly oversight reports developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.
Public Entity Oversight Framework for the Department developed and submitted for approval.	Draft Public Entity Oversight Framework developed.	Consultation undertaken with branches on the draft Public Entity Oversight Framework.	Draft Public Entity Oversight Framework finalised and submitted for approval.	-
Governance Protocol for Public Entity revised and submitted for approval.	-	Draft Governance Protocol for Public Entity revised.	Consultation with Branches and Entity undertaken on the draft Governance Protocol for Public Entity.	Governance Protocol for Public Entity submitted for approval.

Programme 1: Administration Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: To attract and retain a capable and ethical workforce in a caring environment. **Output Indicator 6:** Percentage of Vacancy rate.				
Vacancy rate below 6%.	Vacancy rate below 9%.	Vacancy rate below 8%.	Vacancy rate below 7%.	Vacancy rate below 6%.
Output Indicator 7: Percentage of compliance with Departmental Employment Equity Targets.				
SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.
Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.

Programme 1: Administration Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: To attract and retain a capable and ethical workforce in a caring environment. **Output Indicator 8:** Percentage of Workplace Skills Plan (WSP) implemented.				
100% implementation of WSP.	100% of WSP Q1 targets achieved.	100% of WSP Q2 targets achieved.	100% of WSP Q3 targets achieved.	100% of WSP Q4 targets achieved.
Output: Audit reports with recommendations as per the approved Internal Audit Plan. **Output Indicator 9:** Percentage implementation of the Annual Internal Audit Plan.				
100% implementation of the Annual Internal Audit Plan	20% implementation of the Annual Internal Audit Plan.	30% implementation of the Annual Internal Audit Plan.	30% implementation of the Annual Internal Audit Plan.	20% implementation of the Annual Internal Audit Plan.
Output: Effective and efficient communication on departmental policies, programmes, services and projects. **Output Indicator 10:** Percentage implementation of the Communication Plan.				
100% implementation of the Communication Implementation Plan.	100 % of Q1 targets of Communication Implementation Plan achieved.	100 % of Q2 targets of Communication Implementation Plan achieved.	100 % of Q3 targets of Communication Implementation Plan achieved.	100 % of Q4 targets of Communication Implementation Plan achieved.

6.2 Programme 2: Tourism Research, Policy and International Relations (TRP&IR)

The TRP&IR Branch enhances strategic policy environment, monitors the tourism sector's performance and enables stakeholder relations.

TRP&IR LINK TO ERRP & TSRP

Branch TRP&IR is responsible for the:
- Reporting by the sector on the targets identified in the recovery plan; and
- implementation mechanisms for the National Tourism Sector Strategy (NTSS), which addresses all the pillars of the TSRP
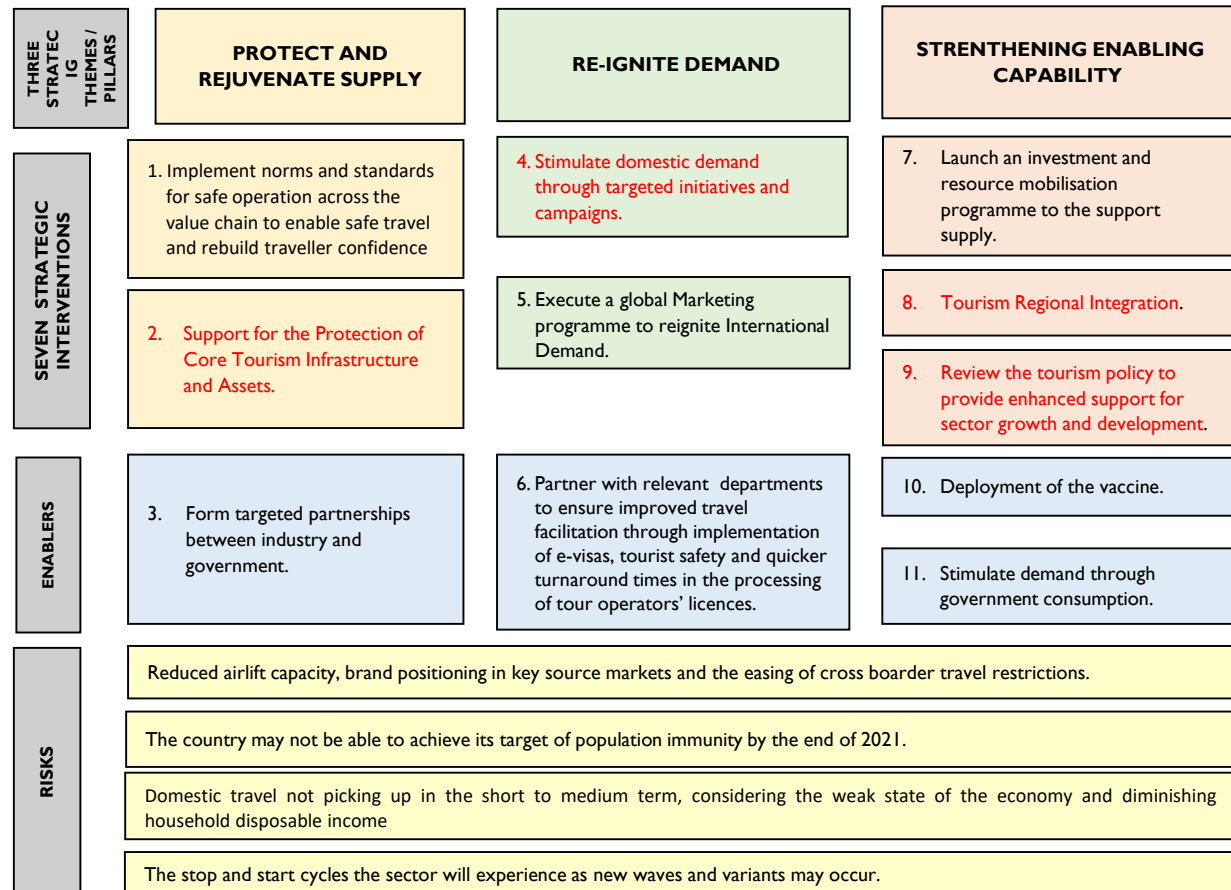
ERRP: Tourism is one of the 8 areas covered in the ERRP

TSRP: 3 Strategic Themes/Pillars
- Re-Igniting Demand,
- Rejuvenating Supply and
- Strengthening Enabling Capability

7 Strategic Interventions:

These interventions and enablers will facilitate the preservation of R 189 billion of value, help the sector to recover to its 2019 output and employment levels by 2023, as well as position the sector for long-term sustainable growth, reducing the impact of the COVID-19 pandemic on employment by 125 000 jobs

THREE STRATEGIC THEMES / PILLARS	PROTECT AND REJUVENATE SUPPLY	RE-IGNITE DEMAND	STRENTHENING ENABLING CAPABILITY
SEVEN STRATEGIC INTERVENTIONS	1. Implement norms and standards for safe operation across the value chain to enable safe travel and rebuild traveller confidence	4. Stimulate domestic demand through targeted initiatives and campaigns.	7. Launch an investment and resource mobilisation programme to the support supply.
	2. Support for the Protection of Core Tourism Infrastructure and Assets.	5. Execute a global Marketing programme to reignite International Demand.	8. Tourism Regional Integration.
			9. Review the tourism policy to provide enhanced support for sector growth and development.
ENABLERS	3. Form targeted partnerships between industry and government.	6. Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety and quicker turnaround times in the processing of tour operators' licences.	10. Deployment of the vaccine.
			11. Stimulate demand through government consumption.

RISKS

- Reduced airlift capacity, brand positioning in key source markets and the easing of cross boarder travel restrictions.
- The country may not be able to achieve its target of population immunity by the end of 2021.
- Domestic travel not picking up in the short to medium term, considering the weak state of the economy and diminishing household disposable income
- The stop and start cycles the sector will experience as new waves and variants may occur.

STRATEGIC THEME / PILLAR: PROTECT AND REJUVENATE SUPPLY

Strategic Intervention: Support for the Protection of Core Tourism Infrastructure and Assets.

APP Projects:

- *Assessment of the state of public owned tourist attractions supported by the Department of Tourism:* The condition of publicly owned tourist assets will be assessed with the aim of coming with recommendations on their maintenance and upgrading in order to improve their quality to attract more tourists.

- *Monitoring of the new and continuing Capacity Building Programme:* Implementation of Norms and Standards by tourism enterprises will be monitored to ensure that transmission of COVID-19 is minimized across the value chain.

- *Tourism Skills and Employment Portal Implemented:* The Portal, **which will start to be implemented at the beginning of the 2023/24 financial year,** will assist the industry with a platform to source qualified candidates of tourism space. To support tourism recovery and growth through the provision of skilled tourism human resources and skills development.

- *Tourist Guide Information System implemented:* The System, **which will start to be implemented at the beginning of the 2023/24 financial year,** will assist the Department to monitor the tourist guides registered across the country and regulate the tourist guides effectively. Provision and maintenance of an electronic centralised database for registered tourist guides in South Africa, as per required by the **Tourism Act.**

STRATEGIC THEME / PILLAR: RE-IGNITE DEMAND

Strategic Intervention: Stimulate domestic demand through targeted initiatives and campaigns.

APP Projects:

- *Evaluation of the Departmental Incubation Approach:*
  The provision of non-financial support to tourism enterprises will be evaluated through the evaluation of the Incubation Approach. This will ensure that the proper approach is adopted to strengthen capacity of tourism enterprises.

- *Evaluation of the TGCSA Accommodation Grading Programme:*
  The Accommodation Grading Programme of TGCSA will be evaluated to determine if it is making any impact on accommodation performance in terms of the quality of service provided and facilitating their expanded utilization.

- *Bi-Annual Monitoring of the performance of the Tourism Sector:*
  The Report could be used to monitor progress and to report on the performance of domestic sector.

STRATEGIC THEME / PILLAR: STRENGTHENING ENABLING CAPABILITY

Strategic Intervention: Tourism Regional Integration.

APP Projects:

- Advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU.

- Hosting of two outreach programmes with the diplomatic community to prioritised countries.

- Hosting of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements.

Strategic Intervention: Review the tourism policy to provide enhanced support for sector growth and development.

NOTE:

- Has commenced but not part of the 2023/24 APP.

CONTRIBUTES TO THE FOLLOWING ENABLERS

- Form targeted partnerships between industry and government.

- Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety and quicker turnaround times in the processing of tour operators' licences.

Programme 2: Tourism Research, Policy and International Relations Annual Targets

2023/24	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: To provide knowledge services to inform policy, planning and decision making. **Output Indicator 1:** Number of monitoring and evaluation reports on tourism initiatives developed.				
Five Monitoring and Evaluation Reports on tourism projects and initiatives developed:				
1. Assessment of the condition of State-Owned Tourist Attractions supported by the Department of Tourism.	Proposal for the assessment of the condition of Public-Owned Tourist Attractions developed and finalised.	Data Collection Tools for the assessment of the condition of Public-Owned Tourist Attractions developed.	Data Collection for the assessment of the condition of Public-Owned Tourist Attractions commenced.	Assessment of the condition of Public-Owned Tourist Attractions supported by the Department of Tourism.
2. Monitoring of the new and continuing Capacity Building Programmes.	Monitoring of Capacity Building Programmes undertaken.	Monitoring of Capacity Building Programmes undertaken.	Monitoring of Capacity Building Programmes undertaken.	Monitoring of Capacity Building Programmes undertaken.

Programme 2: Tourism Research, Policy and International Relations Annual Targets

2023/24	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: To provide knowledge services to inform policy, planning and decision making.				
Output Indicator 1: Number of monitoring and evaluation reports on tourism initiatives developed.				
Five Monitoring and Evaluation Reports on tourism projects and initiatives developed … continued:				
3. Evaluation of the Departmental Incubation Approach in the following Tourism Incubation Projects: • Pilanesberg • Manyeleti • Ba-Phalaborwa and • Mier	Proposal for the evaluation of the Departmental Incubation approach developed.	Evaluation Methodology and Process for the Incubation Programme benchmarked and finalised.	Commence evaluation of the Departmental Incubation approach, starting with data collection.	Evaluation Report finalised, along with Action Plan for Implementation, Programme Support, possible Private Sector Support and funding alternatives.
4. Evaluation of the TGCSA Accommodation Grading Programme.	Proposal for the evaluation of the TGCSA Accommodation Grading Programme developed.	Data collection tools for the evaluation of the TGCSA Accommodation Grading Programme developed.	Data collection for the evaluation of the TGCSA Accommodation Grading Programme commenced.	Evaluation Report finalised, along with Action Plan for Implementation.
5. Bi-Annual Monitoring of the performance of the Tourism Sector (2 reports).	Data collection for the monitoring of the performance of the Tourism Sector commenced.	Bi-Annual Tourism performance Report developed.	Data collection for the monitoring of the performance of the Tourism Sector commenced.	Bi-Annual Tourism performance Report developed.

Programme 2: Tourism Research, Policy and International Relations Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: To provide knowledge services to inform policy, planning and decision making.				
Output Indicator 2: Number of instruments developed for improving tourism statistics.				
National Tourism Statistics Plan developed.	Draft Terms of Reference (ToR) for the development of the National Tourism Statistics Plan developed.	• Consultation with relevant stakeholders on the draft Terms of Reference. • Terms of Reference for the development of the National Tourism Statistics Plan finalised.	Progress report on the development of the National Tourism Statistics Plan developed.	National Tourism Statistics Plan developed.
Output Indicator 3: Number of Information and Knowledge Systems implemented.				
Two Information and Knowledge systems implemented:				
1. Implementation of the Tourism and Employment Portal.	Pilot Plan for the Tourism Skills and Employment Portal drafted.	Pilot Plan for the Tourism Skills and Employment Portal implemented.	• Pilot results compiled. • System's analysis finalised.	Tourism Skills and Employment Portal implemented ("Go Live").
2. Implementation of Tourist Guide Information System.	Pilot Plan for the Tourist Guide Information System drafted.	Pilot Plan of the Tourist Guide Information System implemented.	• Pilot results compiled. • System's analysis finalised.	Tourist Guide Information System implemented ("Go Live").

Programme 2: Tourism Research, Policy and International Relations Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Initiatives facilitated for Regional Integration. **Output Indicator 4 :** Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings.				
Advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU.	Quarterly report on SA participation in the **UNWTO** structures for the implementation of the Programme of Work developed.	• Host **BRICS** Tourism Senior Officials and Ministers Meeting focusing on sustainable and inclusive tourism recovery. • Quarterly report on SA participation in the implementation of the **SADC** Tourism Programme developed.	• Quarterly report on SA participation in the **G20** and preparation for SA Presidency for 2025 developed. • Quarterly report on SA participation in the implementation of **IORA** Tourism Work Plan on Women Economic Empowerment developed.	Quarterly report on SA participation in the implementation of **AU** Plan of Action on Tourism developed.

Programme 2: Tourism Research, Policy and International Relations Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: Initiatives facilitated for Regional Integration. **Output Indicator 5:** Sharing of Best Practices Workshop hosted.				
Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements hosted.	Concept document for the Best Practices Workshop 2024 drafted.	Stakeholder consultation on the concept document Conducted for the Best Practices Workshop 2024 conducted.	Concept document for the Best Practices Workshop 2024 finalised.	Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements hosted.
Output: South Africa tourism showcase at priority markets. **Output Indicator 6:** Number of outreach programmes with the diplomatic community implemented.				
Two outreach programmes with the diplomatic community in prioritised countries implemented.	Stakeholder consultation on the outreach programmes with the diplomatic community in prioritised countries conducted.	Concept Note on outreach programmes to the prioritised countries developed.	One outreach programme in prioritised country hosted.	One outreach programme in prioritised country hosted.

6.3 Programme 3: Destination Development (DD)

The DD Branch ensures coordination and development of amenities, facilities, products and infrastructure to deliver quality visitor experiences and enhance communities' well-being. This is achieved through the provision of coherent destination planning, investment promotion, tourism product and infrastructure enhancement and development, experience development and work opportunities through the Working for Tourism Programme.

DESTINATION DEVELOPMENT BRANCH LINKS TO ERRP AND TSRP

ERRP:

- 2/9 Tourism Interventions

TSRP:

- 3/3 Strategic Themes/Pillars

- 3/7 Strategic Interventions

OVER THE MTSF:
Destination Development will implement projects at 100 + sites across the country

THREE STRATECIG THEMES / PILLARS	PROTECT AND REJUVENATE SUPPLY	RE-IGNITE DEMAND	STRENTHENING ENABLING CAPABILITY
SEVEN STRATEGIC INTERVENTIONS	2. Support for the Protection of Core Tourism Infrastructure and Assets. (Maintenance programme implemented through EPWP).	3. Stimulate domestic demand through targeted initiatives and campaigns. (Budget Resort Pilot, Community Projects, Integration of **Tourism** Masterplans with DDM One Plans). 4. Execute a global Marketing programme to reignite International Demand.	5. Launch an investment and resource mobilisation programme to the support supply. (Investment Work). 6. Tourism Regional Integration. 7. Review the tourism policy to provide enhanced support for sector growth and development.
ENABLERS	Form targeted partnerships between industry and government.	Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety and quicker turnaround times in the processing of tour operators' licences.	Deployment of the vaccine. Stimulate demand through government consumption.
RISKS	Reduced airlift capacity, brand positioning in key source markets and the easing of cross boarder travel restrictions. The country may not be able to achieve its target of population immunity by the end of 2021. The stop and start cycles the sector will experience as new waves and variants may occur.		

Programme 3: Destination Development Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas. **Output Indicator 1:** Number of destination planning and investment coordination initiatives undertaken.				
Four initiatives undertaken:				
1. Facilitate the integration of developed tourism concepts from tourism spatial masterplans, into the DDM One Plans, for: • OR Tambo District • eThekwini Metro • Pixley Ka Seme District • Namakwa District	eThekwini and Ntambalala Resort tourism concepts finalised.	Six (6) tourism concepts incorporated into the Karoo and Eastern Seaboard Development regional plans.	• Implementation lead confirmed. • Investment mobilisation issues at regional platforms completed.	Implementation modalities finalised.
2. Implementation of the budget resort network and brand concept.	Modalities for the budget resort network concept implementation finalised.	Selection of the Project Implementation Committee completed.	Budget resort network implementation documents finalised.	Implementation of selected budget resort network properties initiated.

Programme 3: Destination Development Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas. **Output Indicator 1:** Number of destination planning and investment coordination initiatives undertaken.				
Four initiatives undertaken:				
3. A pipeline of nationally prioritised tourism investment opportunities *(greenfield and brownfield projects)* managed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities (greenfield and brownfield projects) developed.
4. Two investment promotion platforms facilitated.	Concept for investment promotion platforms revised.	Concept for investment promotion platforms finalised.	Facilitate one investment promotion platform.	Facilitate one investment promotion platform.

Programme 3: Destination Development Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas. **Output Indicator 2:** Number of destination enhancement initiatives supported.				
Three initiatives undertaken:				
1. Infrastructure maintenance and beautification programme implemented in five (5) provinces: • Mpumalanga, • Limpopo, • Eastern Cape, • Free State, • Western Cape.	Progress report on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces submitted.	Progress report on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces submitted.	Progress report on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces submitted.	Progress report on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces submitted.

Programme 3: Destination Development Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas.				
Output Indicator 2: Number of destination enhancement initiatives supported.				
Three initiatives undertaken … continued:				
2. Monitoring of implementation of Twenty-Nine (29) Community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.
3. Township and rural tourism supported using a minimum of one event in one township and one event in a rural area.	Project Management / Implementation Plans compiled and costed, for the use of a minimum of two (2) events to support township and rural tourism.	Project Management / Implementation Plans, for the use of a minimum of two (2) events to support township and rural tourism, submitted and approved.	Minimum of one (1) event held in terms of the approved Implementation Plan and closeout report submitted. Preparations for the second event commenced.	• Second event held, in terms of the approved Implementation Plan and closeout report submitted. • Report of the use of events to support township and rural tourism developed submitted.

Programme 3: Destination Development Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output Indicator 3: Number of work opportunities created through Working for Tourism projects.				
4133 Work Opportunities created.	642	1439	1026	1026

6.4 Programme 4:
Tourism Sector Support Services (TSSS)

The TSSS Branch enhances transformation of the sector, increases skills levels and supports development to ensure that South Africa is a competitive tourism destination.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: To accelerate the transformation of the tourism sector. **Output Indicator 1:** Number of incentive programmes implemented.				
One incentive programmes implemented:				
Implementation of the Green Tourism Incentive Programme (GTIP) .	Report on progress made with the implementation of the GTIP for the quarter submitted.	Report on progress made with the implementation of the GTIP for the quarter submitted.	Report on progress made with the implementation of the GTIP for the quarter submitted.	Report on progress made with the implementation of the GTIP for the quarter submitted.
Output: Programme aimed at stimulating domestic tourism implemented. **Output Indicator 2:** Number of Domestic Tourism Awareness Programmes implemented.				
Four domestic tourism campaigns implemented: • Easter Campaign • World Tourism Day • Festive Summer • Cultural Event	-	Implementation of World Tourism Day (27 September) & Tourism Month (September) Campaign.	Implementation of Festive campaign.	• Implementation of Easter Campaign. • Implementation of Cultural Event.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Implement Incubation Programme.				
Output Indicator 3: Number of initiatives implemented to support tourism SMMEs.				
Two Initiatives Implemented:				
1. **Incubation Programme implemented:** • Existing business incubators: i. Tourism Technology & Innovation Incubator. ii. Food Service Incubator. iii. Community-based tourism enterprises Incubator.	Implementation of Business Support & Development Incubation Programme through: • Tourism Technology & Innovation Incubator. • Food Service Incubator. • Community-based Tourism Enterprises Incubator	Business Support and Development Incubation Programme implemented through: • Tourism Technology & Innovation Incubator. • Food Service Incubator. • Community-based Tourism Enterprises Incubator	Business Support and Development Incubation Programme implemented through: • Tourism Technology & Innovation Incubator. • Food Service Incubator. • Community-based Tourism Enterprises Incubator	Business Support and Development Incubation Programme implemented through: • Tourism Technology & Innovation Incubator. • Food Service Incubator. • Community-based Tourism Enterprises Incubator

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: Implement Incubation Programme. **Output Indicator 03:** Number of initiatives implemented to support tourism SMMEs.				
Two Initiatives Implemented … continued:				
• *New business incubators established:* i. Business Advisory Services: Women in Tourism in Limpopo ii. Business Advisory Services: Homestay Pilot Programme	• Business Advisory Services focusing on Women in Tourism in Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented.	• Business Advisory Services focusing on Women in Tourism in Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented.	• Business Advisory Services focusing on Women in Tourism in Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented.	• Business Advisory Services focusing on Women in Tourism in Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented.
• *Audit of Tourism Incubators across the country.*	• Identify all tourism incubators across the country through an open call. • Source information from academia on incubators.	Undertake an audit of the tourism incubators to determine viability, innovation and needs.	Determine an alternative system for the support of tourism incubators.	Finalise the alternative system for the support of tourism incubators, as identified in the audit.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Implement Incubation Programme. **Output Indicator 3:** Number of initiatives implemented to support tourism SMMEs.				
Two Initiatives Implemented … continued:				
2. Implement Resource Efficiency Cleaner Production (RECP) Training and Business Support Programme.	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented.	• RECP Training and Business Support Programme implemented • Annual report developed.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: Prioritised programmes implemented to enhance visitor service and experiences. **Output Indicator 4:** Number of programmes implemented to enhance visitor service and experiences.				
Three programmes implemented:				
1. Implement Service Excellence Standard (SANS: 1197) with focus on: • Small Towns and • Tourism Product support.	• Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on - Small Towns and Tourism Product support. • Stakeholder Consultation and Endorsement undertaken.	Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on - Small Towns and Tourism Product support.	Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on Small Towns and Tourism Product support.	• Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on Small Towns and Tourism Product support. • Close-out report developed.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: Prioritised programmes implemented to enhance visitor service and experiences. **Output Indicator 4:** Number of programmes implemented to enhance visitor service and experiences.				
Three Programmes implemented … continued:				
2. Implementation of the Tourism Monitors in all provinces including SANBI and iSimangaliso.	Report on the implementation of the Tourism Monitors Programme developed.	Report on the implementation of the Tourism Monitors Programme developed.	Report on the implementation of the Tourism Monitors Programme developed.	Report on the implementation of the Tourism Monitors Programme including SANBI and iSimangaliso developed.
3. Joint tourist safety awareness sessions conducted.	• Joint Tourist safety awareness session conducted. • Report on the session developed.	• Joint Tourist safety awareness session conducted. • Report on the session developed.	• Joint Tourist safety awareness session conducted. • Report on the session developed.	• Joint Tourist safety awareness session conducted. • Report on the session developed.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Enhance skills in the Tourism sector. **Output Indicator 5:** Number of capacity building programmes implemented.				
Five capacity building programmes implemented:				
1. **2500** Unemployed youth trained on norms and standards for safe tourism operations.	**625** unemployed youth trained on norms and standards for safe tourism operations.	**625** unemployed youth trained on norms and standards for safe tourism operations.	**625** unemployed youth trained on norms and standards for safe tourism operations.	• **625** unemployed youth trained on norms and standards for safe tourism operations. • Annual Report compiled for training of **2500** unemployed youth on norms and standards for safe tourism operations.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Enhance skills in the Tourism sector. **Output Indicator 5:** Number of capacity building programmes implemented.				
Five capacity building programmes implemented … continued:				
2. **250 SMMEs** and **1500** unemployed youth trained on norms and standards for safe tourism operations in all nine provinces.	• Project plan for the training of 250 SMMEs developed. • Procurement of the service provider for the training of 250 SMMEs finalised.	Recruitment and selection of SMMEs undertaken.	Training of 125 SMMEs on the norms and standards for safe tourism operations in four provinces undertaken.	• Training of 125 SMMEs on the norms and standards for safe tourism operations in five provinces undertaken. • Report compiled on the 250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output: Enhance skills in the Tourism sector. **Output Indicator 5:** Number of capacity building programmes implemented.				
Five capacity building programmes implemented … continued:				
3. NTCE 2023 hosted.	Project plan for hosting of NTCE 2023 developed.	NTCE 2023 Project Plan deliverables implemented.	• NTCE 2023 hosted. • Report developed.	NTCE Project Close Out Report developed.
4. 50 chefs undergo an RPL process.	Project plan developed for the RPL of 50 Chefs.	Recruitment, selection & induction of learners for RPL process.	Report on the Implementation of the Training of learners for RPL process.	Report on the Implementation of the Training for 50 chefs for RPL process.

Programme 4: Tourism Sector Support Services Annual Targets

2023/24 Annual Target	2023/24 Quarterly Targets			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Output: Enhance skills in the Tourism sector. **Output Indicator 5:** Number of capacity building programmes implemented.				
Five capacity building programmes implemented:				
5. **1500** Unemployed youth trained on identified skills development programmes.	• Recruitment and on-boarding of participants undertaken. • Training delivery and placement of 375 unemployed youth with the host employers.	Training delivery and placement of 375 unemployed youth with the host employers.	Training delivery and placement of 375 unemployed youth with the host employers.	• Report on 375 unemployed youth trained on identified skills development programmes. • Annual report compiled for training and placement of 1500 unemployed youth on in various skills development programmes.

7. Financial Information

Departmental MTEF Baseline (Per Programme)

Programme	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Administration	330 185	13.2%	324 891	12.9%	338 370	12.8%	355 058	12.9%
Tourism Research, Policy and International Relations	1 417 467	56.6%	1 435 238	56.9%	1 499 803	56.9%	1 567 044	56.9%
Destination Development	395 610	15.8%	401 105	15.9%	415 608	15.8%	433 359	15.7%
Tourism Sector Support Services	359 095	14.4%	363 010	14.4%	383 406	14.5%	399 569	14.5%
TOTAL	2 502 357		2 524 244		2 637 187		2 755 030	
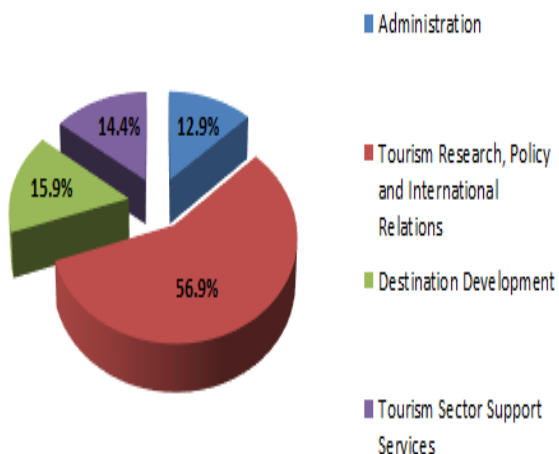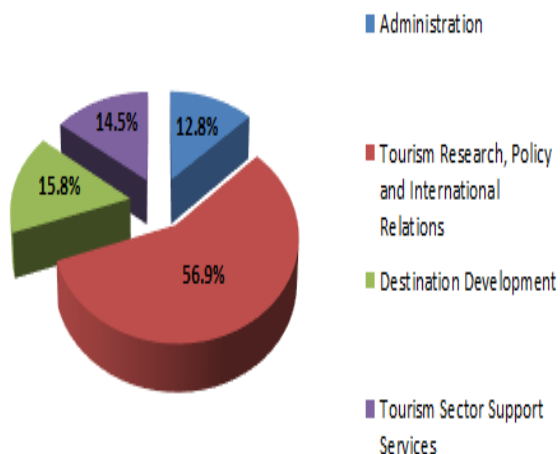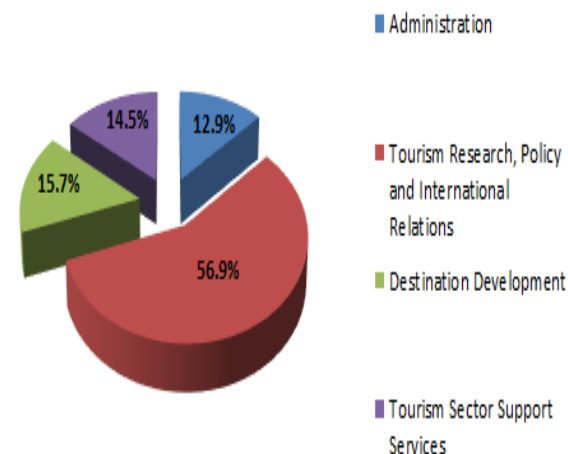
Departmental MTEF Baseline (Economic Classification)

Economic Classification	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Compensation of Employees	381 543	15.2%	374 463	14.8%	390 949	14.8%	408 134	14.8%
Goods and Services	550 364	22.0%	564 512	22.4%	586 081	22.2%	612 682	22.2%
Transfers and Subsidies	1 565 615	62.6%	1 581 786	62.7%	1 656 867	62.8%	1 729 944	62.8%
Capital Assets	4 835	0.2%	3 483	0.1%	3 290	0.1%	4 270	0.2%
TOTAL	2 502 357		2 524 244		2 637 187		2 755 030	
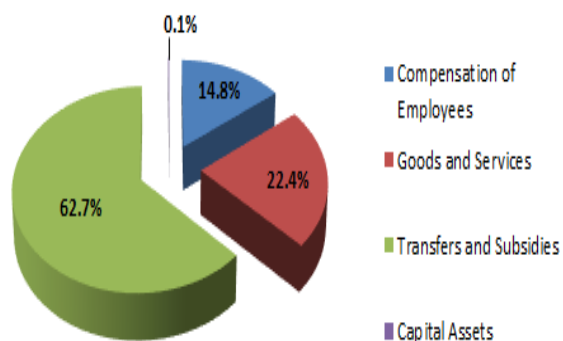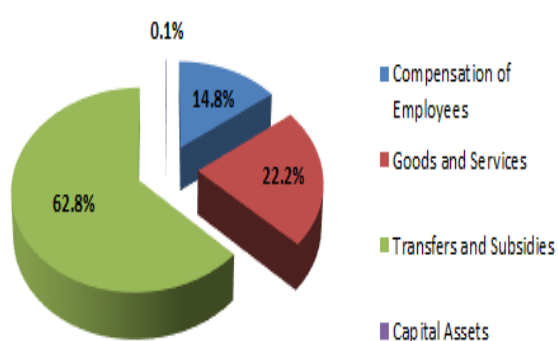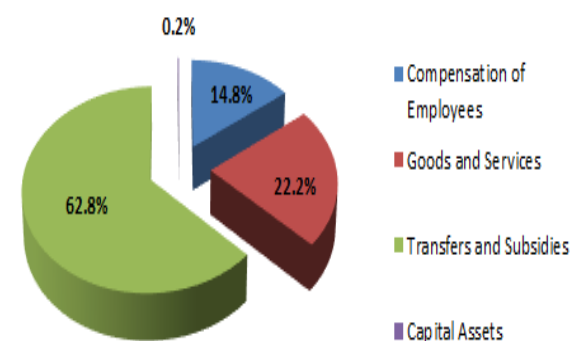
MTEF Baseline - Programme 1: Administration (Per Sub-Programme)

Sub - Programme	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Ministry	40 676	12.3%	37 569	11.6%	38 006	11.2%	39 735	11.2%
Management	3 351	1.0%	3 353	1.0%	3 502	1.0%	3 660	1.0%
Corporate Management	185 421	56.2%	181 964	56.0%	190 256	56.2%	199 403	56.2%
Financial Managament	63 438	19.2%	63 198	19.5%	66 056	19.5%	69 729	19.6%
Office Accomodation	37 299	11.3%	38 807	11.9%	40 550	12.0%	42 531	12.0%
TOTAL	330 185		324 891		338 370		355 058	

2023/24

2024/25

2025/26
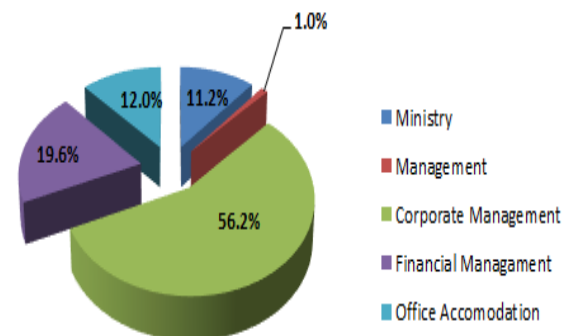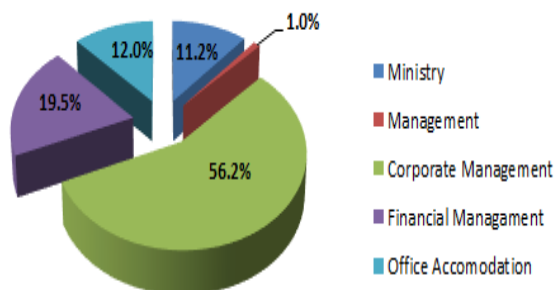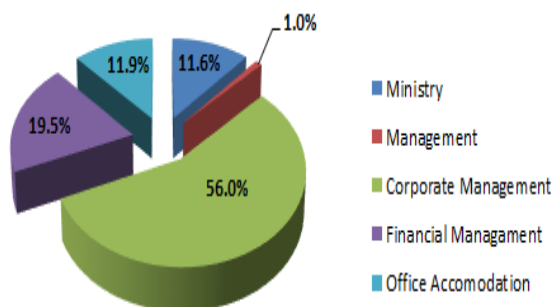
MTEF Baseline - Programme 1: Administration (Economic Classification)

Economic Classification	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Compensation of Employees	179 163	54.3%	169 145	52.1%	176 592	52.2%	184 355	51.9%
Goods and Services	147 307	44.6%	152 743	47.0%	158 640	46.9%	166 576	46.9%
Transfers and Subsidies	188	0.1%	194	0.1%	203	0.1%	212	0.1%
Capital Assets	3 527	1.1%	2 809	0.9%	2 935	0.9%	3 915	1.1%
TOTAL	330 185		324 891		338 370		355 058	

MTEF Baseline - Programme 2: Tourism Research, Policy and International Relations (Per Sub-Programme)

Sub - Programme	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Tourism Research, Policy and International Relations Management	9 744	0.7%	9 967	0.7%	10 414	0.7%	10 889	0.7%
Research and Knowledge Management	32 581	2.3%	34 671	2.4%	36 273	2.4%	37 908	2.4%
Policy Planning and Strategy	15 746	1.1%	15 448	1.1%	16 130	1.1%	16 863	1.1%
South African Tourism	1 329 206	93.8%	1 344 672	93.7%	1 405 061	93.7%	1 468 008	93.7%
International Relations and Cooperation	30 190	2.1%	30 480	2.1%	31 925	2.1%	33 376	2.1%
TOTAL	1 417 467		1 435 238		1 499 803		1 567 044	
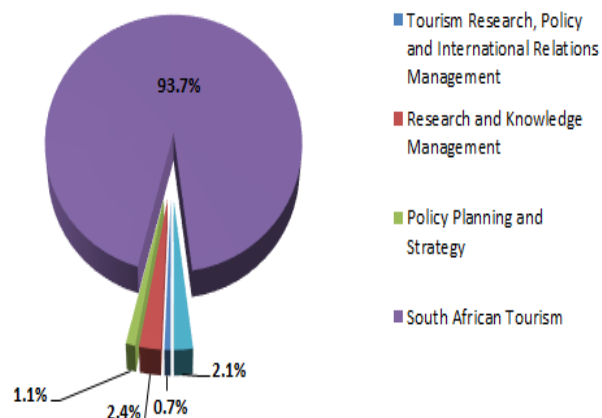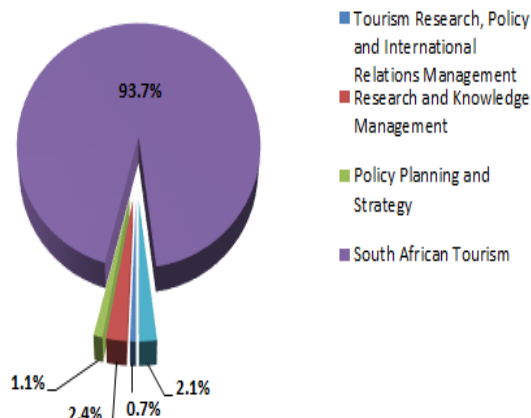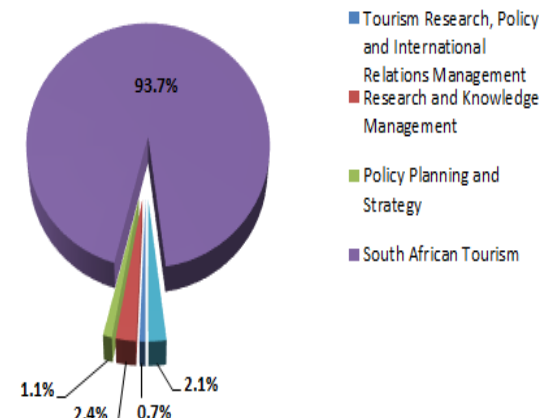
MTEF Baseline - Programme 2: Tourism Research, Policy and International Relations (Economic Classification)

Economic Classification	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Compensation of Employees	58 861	4.2%	60 779	4.2%	63 455	4.2%	66 244	4.2%
Goods and Services	21 983	1.6%	22 768	1.6%	24 282	1.6%	25 489	1.6%
Transfers and Subsidies	1 335 524	94.2%	1 351 036	94.1%	1 411 711	94.1%	1 474 956	94.1%
Capital Assets	1 099	0.1%	655	0.05%	355	0.02%	355	0.02%
TOTAL	1 417 467		1 435 238		1 499 803		1 567 044	
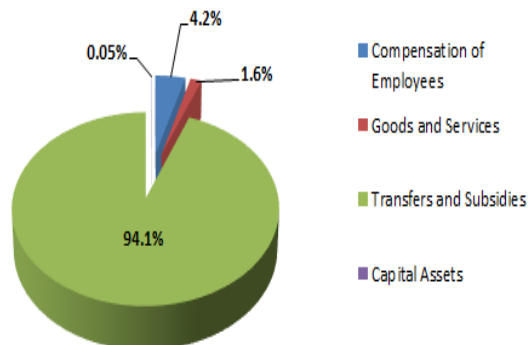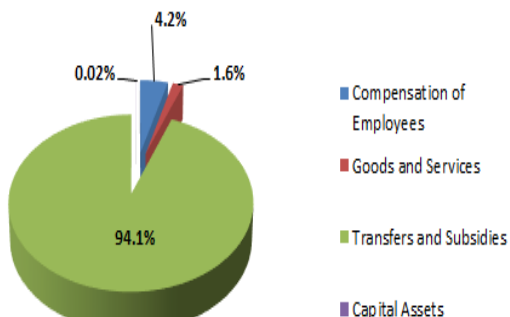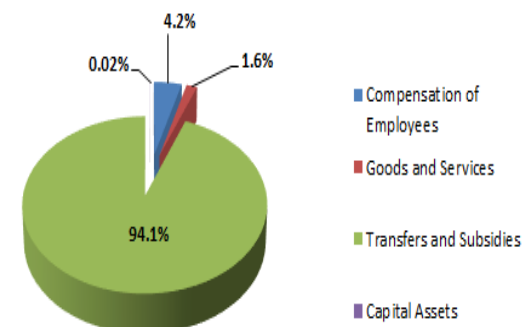
MTEF Baseline - Programme 3: Destination Development (Per Sub-Programme)

| Sub - Programme	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Destination Development Management	28 328	7.2%	10 694	2.7%	11 172	2.7%	11 701	2.7%
Tourism Enhancement	23 654	6.0%	24 170	6.0%	25 342	6.1%	26 500	6.1%
Destination Planning and Investment Coordination	31 200	7.9%	31 482	7.8%	33 008	7.9%	34 520	8.0%
Working for Tourism	312 428	79.0%	334 759	83.5%	346 086	83.3%	360 638	83.2%
TOTAL	395 610		401 105		415 608		433 359	

MTEF Baseline - Programme 3: Destination Development (Economic Classification)

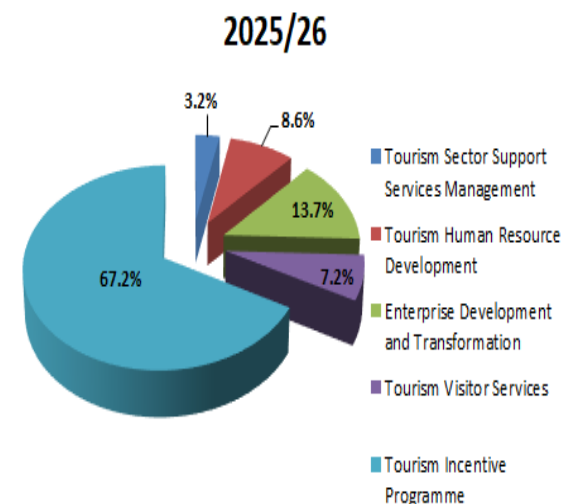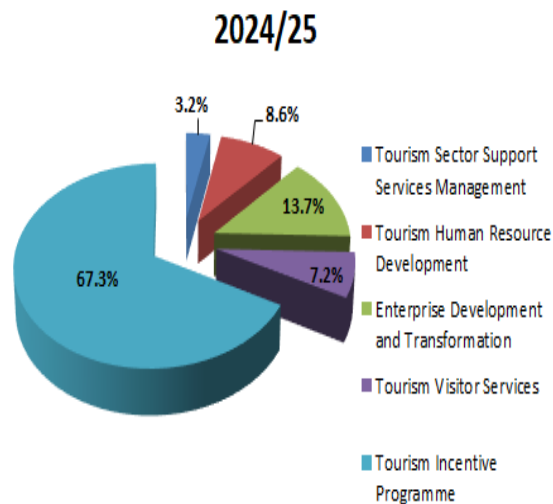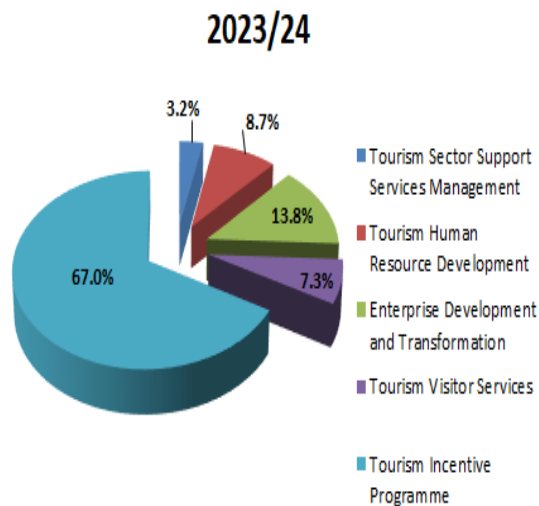| Economic Classification	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Compensation of Employees	61 661	15.6%	61 138	15.2%	63 829	15.4%	66 635	15.4%
Goods and Services	333 809	84.4%	339 948	84.8%	351 779	84.6%	366 724	84.6%
Transfers and Subsidies	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Capital Assets	140	0.04%	19	0.005%	-	0.0%	-	0.0%
TOTAL	395 610		401 105		415 608		433 359	

2023/24   2024/25   2025/26
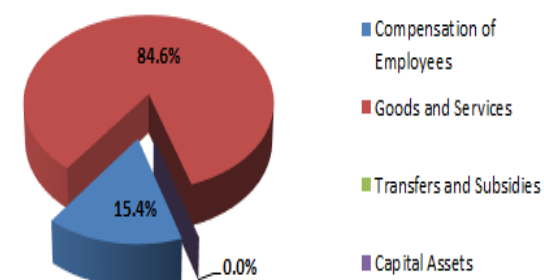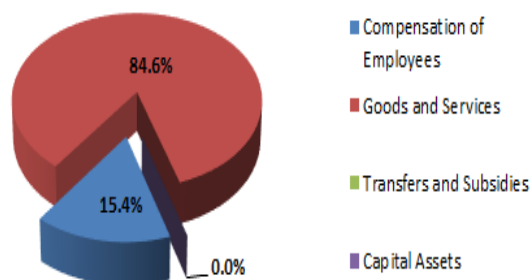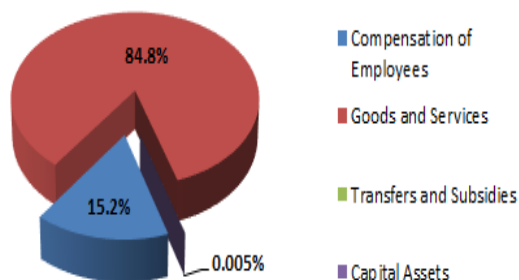
MTEF Baseline - Programme 4: Tourism Sector Support Services (Per Sub-Programme)

| Programme	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Tourism Sector Support Services Management	11 326	3.2%	11 742	3.2%	12 269	3.2%	12 853	3.2%
Tourism Human Resource Development	30 679	8.5%	31 635	8.7%	33 037	8.6%	34 523	8.6%
Enterprise Development and Transformation	48 204	13.4%	50 093	13.8%	52 443	13.7%	54 883	13.7%
Tourism Visitor Services	26 068	7.3%	26 436	7.3%	27 603	7.2%	28 839	7.2%
Tourism Incentive Programme	242 818	67.6%	243 104	67.0%	258 054	67.3%	268 471	67.2%
TOTAL	**359 095**		**363 010**		**383 406**		**399 569**	

MTEF Baseline - Programme 4: Tourism Sector Support Services (Economic Classification)

Economic Classification	2022/23 R'000	% of Total	2023/24 R'000	% of Total	2024/25 R'000	% of Total	2025/26 R'000	% of Total
Compensation of Employees	81 858	22.8%	83 401	23.0%	87 073	22.7%	90 900	22.7%
Goods and Services	47 265	13.2%	49 053	13.5%	51 380	13.4%	53 893	13.5%
Transfers and Subsidies	229 903	64.0%	230 556	63.5%	244 953	63.9%	254 776	63.8%
Capital Assets	69	0.02%	-	0.0%	-	0.0%	-	0.0%
TOTAL	359 095		363 010		383 406		399 569	

2023/24   2024/25   2025/26
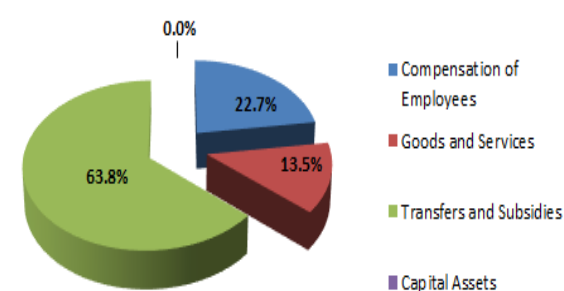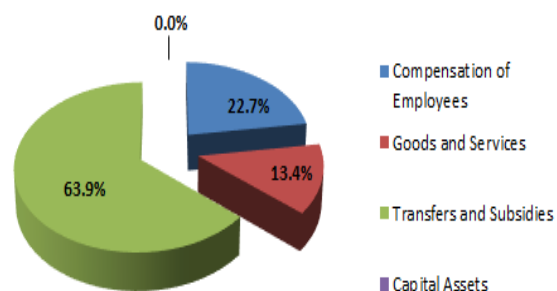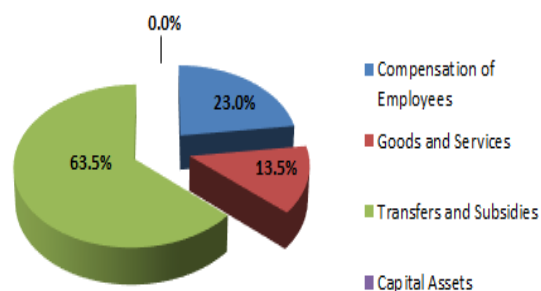
8. List of Acronyms and Abbreviations

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
AGSA:	Auditor-General South Africa	MANCO:	Management Committee
APP:	Annual Performance Plan	MoA:	Memorandum of Agreement
AU:	African Union	MTEF:	Mid-Term Economic Framework
B-BBE:E	Broad-Based Black Economic Empowerment	MTSF:	Mid-Term Strategic Framework
BRICS:	Brazil, Russia, India, China and South Africa	NEF:	National Empowerment Fund
DBSA:	Development Bank of South Africa	NT:	National Treasury
DDM:	District Development Model	NTCE:	National Tourism Careers Expo
EPWP:	Expanded Public Works Programme	NTSS:	National Tourism Sector Strategy
ERRP:	Economic Reconstruction and Recovery Plan	RECP:	Resource Efficiency Cleaner Production
GDP:	Gross Domestic Product	RPL:	Recognition of Prior Learning
GTIP:	Green Tourism Incentive Programme	SA:	South Africa
IORA:	Indian Ocean Rim Association	SADC:	Southern Africa Development Community
JCSP:	Justice, Crime Prevention and Security Cluster	SANBI:	South African National Biodiversity Institute
KRA:	Key Result Area	SA Tourism:	South African Tourism

8. List of Acronyms and Abbreviations

ACRONYM	DESCRIPTION
SCM:	Supply Chain Management
SLA:	Service Level Agreement
SMMEs:	Small, Medium and Micro-sized Enterprises
SMS:	Senior Management Services
TGCSA:	Tourism Grading Council of South Africa
TTCSA:	Tourism Transformation Council of South Africa
ToR:	Terms of Reference
TRP&IR:	Tourism Research, Policy & International Relations
TSRP:	Tourism Sector Recovery Plan
TTF:	Tourism Transformation Fund
UNWTO:	United Nations World Tourism Organisation
WSP:	Workplace Skills Plan

Thank You