DEPARTMENT OF TOURISM

ANNUAL REPORT FOR 2020/21

9 November 2021

broadening horizons

tourism
Department:
Tourism
REPUBLIC OF SOUTH AFRICA

NDP 2030

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1. Auditor-General South Africa's (AGSA) Report: 2020-21 Audit

Auditor-General's Report

- **Unqualified audit**
  - The Department received an unqualified audit for the 2020/21 financial year.

- **Pre-determined Objectives:**
  - No material findings on the usefulness and reliability of the reported performance information for the selected Programme: Tourism Sector Support Services.
  - Reported performance information is useful and reliable in all material respects.

- **Financial Statements:**
  - Financial statements present fairly, in all material respects, the financial position of the National Department of Tourism as at 31 March 2021, and financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2020 (Act No.4 of 2020) (DoRA).

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Auditor-General's Report …Continued

- **Compliance with Laws and Regulations:**

Material non-compliance with key applicable legislation were identified.

  – Some of the bid documentation for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content, as required by 2017 preferential procurement regulation 8(2).

  – Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R1 223 493 as disclosed in note 22, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1.

- **Internal Controls:**

  – Leadership did not ensure that the Department comply with applicable laws and legislation relating to supply chain management. The Department had recurring findings in respect to the minimum threshold for local content. The Department's internal processes and systems did not prevent irregular expenditure from occurring.

  – Leadership compiled an action plan based on the audit report findings; however, they did not adequately monitor the existing action plan timeously. This resulted in material non-compliance recurring in the current financial year.

  – Record keeping controls implemented by management is not sufficient to ensure that relevant information is accessible and available on request. Some of the information requested for audit was not submitted in the agreed upon timelines.

Auditor-General's Report ...Continued

- **Internal Controls ... continued:**
  - The delegated official did not exercise adequate oversight responsibility regarding compliance with the SCM prescripts.
  - The Department has forty-two (42) workstations and fifteen (15) servers that are running on unsupported operating systems. This was due to the use of legacy systems which cannot be moved to the latest operating systems as well as other workstations being decommissioned but still appearing on the network as active systems.
  - Furthermore, information and communication technology (ICT) management changed system controllers on the network, which affected the user access review process resulting in two users, who are currently not employees of the department, not being removed from the domain. In addition, the review of the system controller activities on the logistical system (LOGIS) was not adequately performed due to management relying on other compensating controls such as the review of system controller functions.

- **Other reports:**
  - The Director-General instituted an independent investigation into the irregular, fruitless and wasteful expenditure incurred on the expanded public works programme projects. The investigation had been completed by the time of this report and the Director-General had initiated the recommendations as per the investigation report.

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2. Financial Information

Budget and Expenditure Review for 2020/21

Programme	Final Appropriation (R'000)	Actual Expenditure (R'000)	Expenditure as per % of Final Appropriation	Variance	Explanation of material variances
Administration	289 822	289 819	100%	3	N/A
Tourism Research, Policy and International Relations	482 145	479 529	99%	2 616	The bulk of this underspending lies within Compensation of Employees due to strict policies adhered to by the Department to reduce expenditure on salaries and wages.
Destination Development	442 709	427 495	97%	15 214	The bulk of the unspent funds is due to funds allocated to the Expanded Public Works Programme Incentive which was not approved by the Department of Public Works for spending. These funds must therefore be relinquished to the National Treasury as unspent funds.
Tourism Sector Support Services	212 184	195 406	92%	16 778	The bulk of this underspending lies within the Tourism Incentive Programme of which funds was set aside to provide financial relief to freelance tourist guides due to the effects of the COVID-19 pandemic on the tourism industry. Since the total allocation was not fully taken up by the tourist guiding sector, the remaining portion must be relinquished back to the National Treasury.
Total	**1 426 860**	**1 392 249**	**98%**	**34 611**	

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Expenditure per Economic Classification (Summary)

| Economical Classification	2020 Final Budget R'000	Expenditure R'000	% spent of Final Budget	Variance from Final Budget R'000
Current Payments				
- Compensation of Employees	336 443	330 703	98%	5 740
- Goods and Services	322 074	306 286	95%	15 788
Transfers and Subsidies				
- Departmental Agencies and Accounts	426 199	426 199	100%	-
- Higher Education Institutions				-
- Foreign Governments and International Organisations	3 055	2 998	98%	57
- Public Corporations and Private Enterprises	50 523	50 523	100%	-
- Non-Profit Institutions	-			-
- Households	31 629	18 907	60%	12 722
Capital Assets				
- Buildings and other fixed structures	240 143	240 143	100%	-
- Machinery and Equipment	10 046	9 742	97%	304
- Software and other intangible assets	6 725	6 725	100%	-
Payment for Financial Assets	23	23	100%	-
Total	**1 426 860**	**1 392 249**	**98%**	**34 611**

3. Programme Performance Information

BRANCHES' ANNUAL PERFORMANCE OVERVIEW

Corporate Management
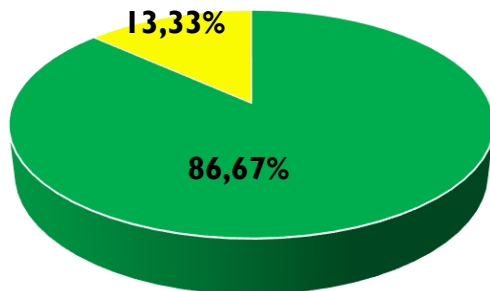
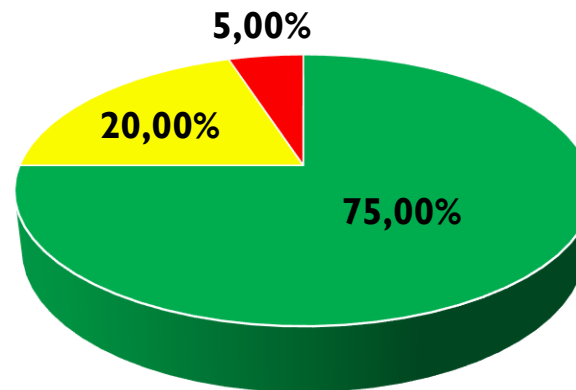13,33%

86,67%

Tourism Research, Policy and International Relations

7,14%

92,86%

Destination Development

11,11%

88,89%

Tourism Sector Support Services
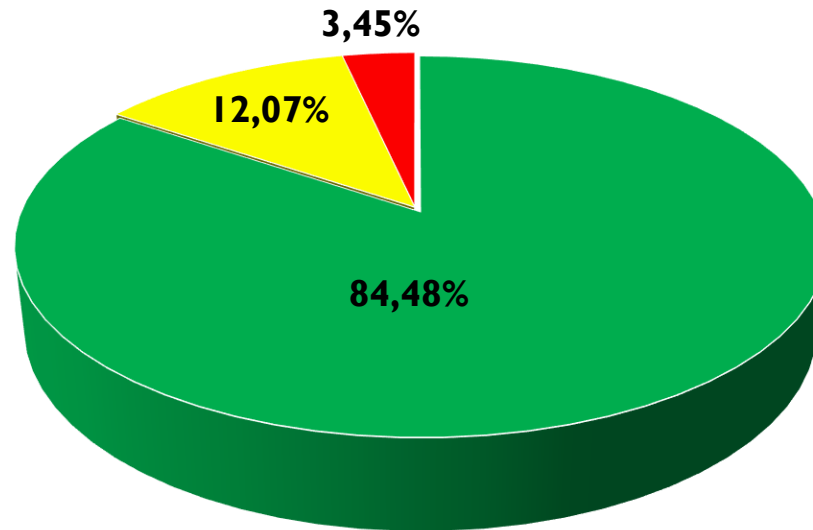
5,00%

20,00%

75,00%
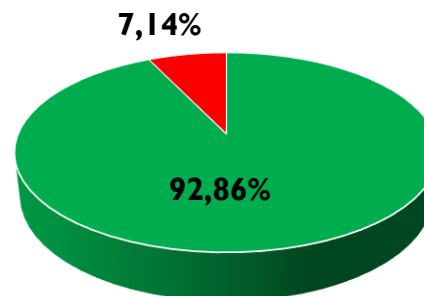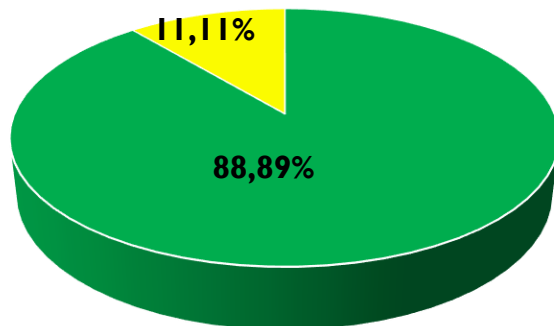
2020-21 ANNUAL PERFORMANCE OVERVIEW – PRE AUDITED

Branches / Programmes	Achieved	Not achieved; significant work done	Not achieved; intervention required	Insufficient information to express opinion
Corporate Management	86.67% (13 of 15)	13.33% (2 of 15)	0.00% (0 of 15)	0.00% (0 of 15)
Tourism Research, Policy and International Relations	92.86% (13 of 14)	0.00% (0 of 14)	7.14% (1 of 14)	0.00% (0 of 14)
Destination Development	88.89% (8 of 9)	11.11% (1 of 9)	0.00% (0 of 9)	0.00% (0 of 9)
Tourism Sector Support Services	75.00% (15 of 20)	20.00% (4 of 20)	5.00% (1 of 20)	0.00% (0 of 20)
Total	**84.48% (49 of 58)**	**12.07% (7 of 58)**	**3.45% (2 of 58)**	**0.00% (0 of 58)**

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2020-21 DEPARTMENT'S ANNUAL PERFORMANCE OVERVIEW

3,45%

12,07%

84,48%

- Achieved
- Not Achieved; However significant work done
- Not achieved; intervention required
- Insufficient information to express opinion

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3.1 PROGRAMME 1 CORPORATE MANAGEMENT

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
1. Audit outcome on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial and non-financial performance was achieved. **Pre-determined Objectives:** – No material findings on the usefulness and reliability of the reported performance information for the selected Programme: Tourism Sector Support Services. – Reported performance information is useful and reliable in all material respects. **Financial Statements:** Financial statements present fairly, in all material respects, the financial position of the National Department of Tourism as at 31 March 2021, and financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2020 (Act No.4 of 2020) (DoRA).

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Vacancy rate	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate as at 31 March 2021 was at 11,2%. *Reason for Variance:* Department advertised many vacancies at the same time, using various platforms which included e-mail application channel. This led to receipt of large volumes of applications. There has also been a gradual exit of personnel as expected through natural attrition and promotion to other departments and the private sector, which resulted in new internal vacancies, and continue to impact the vacancy rate. *Corrective Measure:* The process of scheduling for shortlisting and interviews has commenced.

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
3. Percentage compliance with equity targets in terms of departmental Employment Equity Plan.	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment.	Women representation at SMS level was at 43.9% as at 31 March 2021. ***Reason for variance:*** The restructuring of the Department in 2017/18 left many vacancies in the Department. Natural attrition and promotion led to vacancies at SMS level. A total of 30 posts, including lower level posts were advertised in April 2020. Due to Covid-19 restrictions, the Department opened an e-mail application channel in order to discourage movement of applicants and to comply with the Lockdown Regulations on movement of citizens. This also contributed to large volumes of applications being received, which led to an additional function of printing applications prior to capturing. This also led to human resource capacity constraints with six Human Resource officials operating at 50% at any given time. This meant that only three officials were in the office per day. In order to maintain the integrity of the recruitment processes, it was impossible to allow officials to process applications remotely. As a result, it led to the Department not being able to fill the SMS vacancies within the stipulated 12 months period.

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
3. Percentage compliance with equity targets in terms of departmental Employment Equity Plan.	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment.	*Corrective measure:* The Department will endeavour to appoint suitably qualifying females on the SMS posts if they display this in the selection processes. However, without being instructive, wherever possible in situations where posts require a particular race and gender panels will endeavour to fairly discriminate by shortlisting such.
	Maintain minimum of 3% people with disabilities representation	People with disabilities' representation was at 4.3% as at 31 March 2021.
	Maintain minimum of 91,5% black representation	Black representation was at 96,1% as at 31 March 2021.

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
4. Percentage implementation of Work Place Skills Plan (WSP) with defined targeted training interventions.	Development and 100% implementation of WSP for all employees.	Development and 100% implementation of WSP for all employees was achieved.
5. Percentage implementation of the annual internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	100% of the annual internal audit plan was implemented.

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
6. Percentage implementation of the communication strategy for 2020/21.	Communication Strategy for 2020/21 implemented.	Communication Strategy for 2020/21 was implemented.
	Review Communication Strategy for 2021/22.	Communications Strategy for 2021/22 was reviewed.

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
7. Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs.	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5 was achieved.
	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	61,79% expenditure on procurement of goods and services from SMMEs was achieved.
8. Percentage of invoices paid within prescribed time-frames.	Payment of all compliant invoices within 30 days, including SOEs and Municipalities.	Payment was made of all compliant invoices within 30 days, including SOEs and Municipalities.

Outcome: Achieve good corporate and cooperative governance.		
Outcome Indicator	**Annual Target**	**Actual Performance**
9. Number of initiatives implemented to promote reasonable access.	Eight initiatives implemented to promote reasonable access.	Eight initiatives to promote reasonable access were implemented.
10. Number of initiatives implemented to promote gender equity.	Eight initiatives implemented to promote gender equity.	Eight initiatives to promote gender equity were implemented.
11. Number on initiatives implemented to promote integrity and ethical conduct.	11 initiatives implemented to promote integrity and ethical conduct.	11 initiatives to promote integrity and ethical conduct were implemented.

3.2 PROGRAMME 2

TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
1. Number of monitoring and evaluation reports produced.	**Nine Monitoring and Evaluation Reports produced:**	
	1. Four Tourism Quarterly Performance Reports.	Four Tourism Quarterly Performance Reports were produced.
	2. Two Reports on the Impact Evaluation of COVID-19 on the tourism sector	Two Reports on the Impact Evaluation of COVID-19 on the tourism sector were produced.
	3. 2019/20 NTSS Implementation Report developed.	2019/20 NTSS Implementation Report was developed.
	4. Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation of the impact developed.	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises was conducted and preliminary impact evaluation of the impact was developed.
	5. 2018/19 STR finalised and published • Draft 2019/20 STR developed	• 2018/19 STR was finalised and published. • Draft 2019/20 STR was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of systems developed for tourism analytics.	**One system developed for tourism analytics:**	
	National Tourism Analytics System Framework developed.	National Tourism Analytics System Framework was not developed. However, the draft list of stakeholders and questionnaire to be used for consultation were in the process of being finalised internally, to accelerate the process once the service provider was appointed. *Reason for variance:* There were challenges in appointing a suitable service provider. Request for quotations were sent out more than three times as there were no responses. The company that was eventually identified as suitable service provider could not be appointed due to conflict of interest. *Corrective measure:* At the end of the financial year, request for quotations were re-issued and two service providers responded. These proposals were evaluated and the process of appointing a suitable service provider is underway.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	**Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development:**	
	1. Policy Review on Quality Assurance Framework conducted.	Policy Review on Quality Assurance Framework was conducted.
	2. Report on the regulations in respect of the National Tourism Information and Monitoring System (NTIMS Regulations).	Report on the regulations in respect of the National Tourism Information and Monitoring System (NTIMS Regulations) was developed.
	3. Draft review of the Development and Promotion of Tourism in South Africa developed.	Draft review of the Development and Promotion of Tourism in South Africa was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
4. Number of initiatives undertaken to advance South Africa's tourism priorities within multilateral fora.	**Four initiatives** undertaken to advance South Africa's tourism priorities within multilateral fora; i.e. (IORA Core Group on Tourism, Southern African Development Community (SADC), G20 and AU).	Four initiatives were undertaken to advance South Africa's tourism priorities within multilateral fora; i.e. (IORA Core Group on Tourism, Southern African Development Community (SADC), G20 and AU).

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
5. Number of initiatives facilitated for regional integration.	**Two initiatives facilitated for regional integration:**	
	1. Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements was hosted on 2 March 2021 virtually.
	2. Report on the leveraging of tourism bilateral relations to advance national priorities developed.	Report on the leveraging of tourism bilateral relations to advance national priorities was developed.
6. Number of SA Tourism oversight reports produced.	Four reports on governance and performance SA Tourism produced for oversight purposes.	Four reports on governance and performance SA Tourism were produced for oversight purposes.

3.3 PROGRAMME 3

DESTINATION DEVELOPMENT

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
1. Number of destination planning and investment coordination initiatives undertaken.	**Four destination planning and investment coordination initiatives undertaken:**	
	1. Institutional arrangements for budget resort network and brand finalised. 2. Brand and network concept piloted with key stakeholders	1. Institutional arrangements for budget resort network and brand were finalised. 2. Brand and network concept was piloted with key stakeholders.
	3. Viability study for the new Rail Tourism model developed.	The initial rail tourism viability survey was completed. However, full viability study for the new Rail Tourism model initiated. ***Reason for variance:*** The viability study was dependent on the outcomes of the survey. The survey indicated that while there appears to be appetite for rail as a tourism experience and mode of local tourism / leisure transport, there are broader challenges in the state of rail infrastructure that would first have to be addressed in order to inform the new Rail Tourism Model. Based on the outcome of the survey and a separate report on the state of rail infrastructure, the viability study was therefore halted. As indicated therein, Survey outcomes highlighted broader issues that need to be addressed first, with a view to improve the viability of the New Rail Tourism Concept. Thus, the full viability study for the Concept will be rendered premature at this stage. ***Corrective measure:*** Survey outcomes from the Synthesis Report to guide plans for 2021/2022.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Four destination planning and investment coordination initiatives undertaken:**	
	4. Development of tourism implementation plans through the district development model in three pilots: • OR Tambo district • Waterberg district • eThekwini Metro	Development of tourism implementation plans through the district development model was done in three pilots: • OR Tambo district • Waterberg district • eThekwini Metro

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Four destination enhancement initiatives supported:**	
	1. The Dinosaur Interpretation Centre Exhibition construction continued.	The Dinosaur Interpretation Centre Exhibition construction continued.
	2. Infrastructure Maintenance Programme implemented in three national parks: • Marakele (LP) • Addo (EC) • Karoo (WC) National Parks	Infrastructure Maintenance Programme was implemented in three national parks: • Marakele (LP) • Addo (EC) • Karoo (WC) National Parks
	3. Draft Project Concepts developed for five community-based tourism projects at: • Numbi Gate • Nandoni Dam • Tshathogwe Game Farm • Mtititi Game Farm • Mapate Recreational Social Tourism Facility	Draft Project Concepts were developed for five community-based tourism projects at: • Numbi Gate • Nandoni Dam • Tshathogwe Game Farm • Mtititi Game Farm • Mapate Recreational Social Tourism Facility.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Four destination enhancement initiatives supported… continued:**	
	4. Needs assessment and recommendations for Product Enhancement at 5 Local Community Museums developed: • Anton Lembede Museum eThekwini Municipality (KZN) • McGregor Museum (NC) • AmaHlubi Cultural Heritage (KZN) • Sol Plaatjie Museum (NW) • Lehurutshe Liberation Heritage Museum (NW)	Needs assessment and recommendations for Product Enhancement at 5 Local Community Museums were developed: • Anton Lembede Museum eThekwini Municipality (KZN) • McGregor Museum (NC) • AmaHlubi Cultural Heritage (KZN) • Sol Plaatjie Museum (NW) • Lehurutshe Liberation Heritage Museum (NW).

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
3. Number of work opportunities through Working for Tourism projects created.	2 500 Work opportunities through Working for Tourism projects created.	2 772 work opportunities through Working for Tourism projects were created. *Reason for variance:* There is a positive variance of 272 work opportunities, which can be attributed to projects that overlapped from 2019/2020 to current financial year. The lifting of the lock down restrictions in the sector has enabled projects to be implemented and targets exceeded. *Corrective measure:* N/A

3.4 PROGRAMME 4

TOURISM SECTOR SUPPORT SERVICES

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
1. Number of initiatives implemented to stimulate domestic tourism.	**One initiative implemented to stimulate domestic tourism growth:**	
	1. Implementation of the Domestic Tourism	Domestic Tourism Scheme was implemented as follows: • KwaZulu-Natal - 10-11 November 2020; • Gauteng - 5-6 March 2021; • North West - 11-12 March 2021; • Western Cape - 15-16 March 2021.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Two initiatives implemented to support tourism SMMEs:**	
	I. Implementation of five incubators: i. Manyeleti Tourism Incubator ii. Phalaborwa Tourism Incubator iii. Mier Tourism Incubator iv. Technology Innovation Incubator v. Tour Operator Incubator.	Three incubators were fully implemented: i. Manyeleti Tourism Incubator ii. Phalaborwa Tourism Incubator iii. Mier Tourism Incubator **iv. Technology Innovation Incubator:** • Memorandum of Agreement was signed the implementing agent for Technology Innovation Incubator. • Recruitment of programme of beneficiaries was finalised. • Diagnostic needs assessment was initiated. **v. Tour Operator Incubator:** The Call for application was issued for Tour Operator Incubator. Needs assessment for applicants was finalised. The service provider was appointed. *Reason for variance: (*Technology Innovation and Tour Operator Incubators) • Negotiations on the MoA with the implementing agent took longer than anticipated. • Site inspections that were required as part of the evaluation criteria to appoint the service provider were interrupted due to the Covid-19 lockdown. As a result, the Bid lapsed, and had to be re-advertised. A service provider has since been appointed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Two initiatives implemented to support tourism SMMEs:**	
	1. Implementation of five incubators: i. Manyeleti Tourism Incubator ii. Phalaborwa Tourism Incubator iii. Mier Tourism Incubator iv. Technology Innovation Incubator v. Tour Operator Incubator.	Technology Innovation and Tour Operator Incubators … continued. *Corrective Measure*: • The implementing agent has since commenced with implementation of the technology Innovation incubation programme. • The service provider will finalise the selection process of the applicants and develop the growth path of successful applicants, and then commence with the implementation of the business development services for Tour Operator Incubator.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Two initiatives implemented to support tourism SMMEs:**	
	2. Empower youth trained in food services to become owners and operators in the food services business (including virtual platforms).	• The concept for implementation of New Venture Creation Programme for youth in food services was done. • The implementing agent was appointed. • The database of graduates from the departmental Chefs, Sommelier and Food Safety programmes was provided to the implementing agent. ***Reason for variance:*** Protracted negotiation with implementing agent on amendment of MoU took longer than was anticipated. ***Corrective Measure***: The appointed implementing agent will proceed with the implementation of the New Venture Creation Programme for youth in food services.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
3. Number of initiatives implemented to increase participation of women in the tourism sector.	**Two initiatives implemented to increase participation of women in the tourism sector:**	
	1. Implement WiT Enterprise Development Programme for up to 25 women in each of the nine provinces.	• Procurement process was initiated for appointment of implementing agent. • Criteria for selection of programme beneficiaries was finalised. *Reason for variance:* A decision was taken to change the procurement strategy for the achievement of the deliverable. *Corrective measure:* Procurement process of implementing of WiT Enterprise Development Programme will be finalised in 2021/22.
	2. Implement UNWTO WiT Pilot Project in Limpopo – Year 1.	UNWTO WiT Pilot Project was implemented in Limpopo.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
4. Number of programmes implemented to enhance visitor service and experiences.	**Three programmes implemented to enhance visitor service and experiences:**	
	1. 100% of tourist complaints managed in line with the regulation on the manner and procedure for lodging and dealing with tourism complaints.	100% of tourist complaints were managed in line with the Regulation on the Manner and Procedure for Lodging and Dealing with Tourism Complaints.
	2. Implement service excellence with focus on customer centric approach using On-line round table discussions and media campaign.	Service excellence with focus on customer centric approach using On - line round table discussions and media campaign was implemented.
	3. Awareness sessions with identified Service Excellence ambassador(s).	Awareness sessions with identified Service Excellence ambassador(s) were conducted as follows: • Northern Cape – 28 October 2020; • KwaZulu-Natal - 29 October 2020; • Limpopo – 5 November 2020; • Mpumalanga – 4 February 2021; • Western cape – 12 February 2021.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
5. Number of initiatives to support tourism development in Local Government	**Two initiatives to support tourism development in Local Government:**	
	1. Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in three provinces.	Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in four provinces as follows: • Limpopo - 2 September 2020 • Eastern Cape - 18-19 November 2020; • Gauteng - 24 November 2020; and • Mpumalanga - 10 March 2021. ***Reason for variance:*** In anticipation of the second wave / resurgence of COVID-19 infection cases, additional session was conducted in order to achieve the annual target in advance. The Limpopo session was held virtually and as such there was a savings and those funds were used to host additional session. ***Corrective Measure:*** N/A

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
5. Number of initiatives to support tourism development in Local Government.	**Two initiatives to support tourism development in Local Government:**	
	2. Finalisation of 26 profiles in line with the District Development Model.	Finalisation of 26 profiles in line with the District Development Mode was achieved.
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented:**	
	1. One programme to capacitate tourist guides implemented (Mandarin training).	One programme to capacitate tourist guides was implemented. The programme commenced on 20 January 2021 and concluded on 20 March 2021 with a total of twenty tourist guides.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented:**	
	2. Food Safety Quality Assurer Programme implemented in the nine provinces targeting 500 youth.	The tender was advertised and the service providers were appointed to implement the project in Western Cape and Gauteng provinces. ***Reason for variance***: Induction of learners was not undertaken in Western Cape and Gauteng Province. · The service provider was not appointed for KwaZulu/Natal. No suitable service provider was found for KZN. ***Corrective measure:*** • Contracting and implementing will commence for WC and GP. • The process of re-advertising is underway for KZN.
	3. Wine Service Training Programme (Sommelier) implemented targeting 252 youth.	Wine Service Training Programme (Sommelier) targeting 252 youth was implemented.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented:**	
	4. Finalisation of the Hospitality Youth Programme (HYP) Fast Food implemented in the KZN, WC (Cluster 1 & 2), NW, GP & MP provinces.	Hospitality Youth Programme (HYP) Fast Food implemented in the KZN, WC (Cluster 1 and 2), NW, GP and MP provinces was finalised.
	5. 20 women enrolled in Executive Development Programme for WiT.	Twenty black Women were enrolled in Executive Development Programme for WiT.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Outcome Indicator	**Annual Target**	**Actual Performance**
7. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	Development of the Tourism Environmental Implementation Plan for 2020 – 2025.	• Implementing agent was appointed for development of • TEIP. • Status quo report on environmental performance of the tourism sector was developed. • Stakeholder consultation on the draft TEIP were undertaken. *Reason for variance:* Delays in the approval of the concept for the TEIP. *Corrective measure:* The turn-around was put in place and the delays were addressed. As such, the Draft TEIP is in place and will be subjected to the required legislative process, including publishing in the Government Gazette by end of June 2021.

4. Human Resource Information

Employees per Occupational Bands: March 2021

OCCUPATIONAL BAND	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	4	0	0	1	2	0	1	1	9
Senior Management.	28	1	2	1	18	1	3	3	57
Professionally qualified and experienced specialists and mid-management.	91	1	4	4	107	8	6	5	226
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents.	43	4	0	0	79	6	1	3	136
Semi-skilled and discretionary decision making.	17	0	0	0	16	0	0	0	33
Unskilled and defined decision making.	0	0	0	0	1	0	0	0	1
TOTAL	183	6	6	6	223	15	11	12	462

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Workforce Representativity as at end of 31 March 2021

TOTAL ESTABLISHMENT		
Race	**Number**	**Percentage**
Africans	406	87.9%
Coloureds	21	4.5%
Asians	17	3.7%
Whites	18	3.9%
TOTAL	**462**	**100%**
Persons with Disabilities	20	4.3%
*Interns	**32**	
*Intern with Disability	**1**	

LIST OF ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AC	Audit Committee
AGSA:	Auditor-General of South Africa
APP:	Annual Performance Plan
BAR	Basic Assessment Report
B-BBEE:	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CETA	Construction Education and Training Authority
CoE	Compensation of Employees
COGTA	Department of Cooperative Governance and Traditional Affairs
CTP	Chefs Training Programme
CMT	Coastal and Marine Tourism
DHA	Department of Home Affairs
DORA	Division of Revenue Act
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DWS	Department of Water and Sanitation
ECPTA	Eastern Cape Parks and Tourism Agency
EDMS	Electronic Document Management System
EHW	Employee Health and Wellness
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
Fedhasa	Federated Hospitality Association of Southern Africa
FS	Free State
FTE:	full-time equivalent
GDP	Gross Domestic Product
GEMS	Government Employees Medical Scheme
GTAC	Government Technical Advisory Centre
GTIP	Green Tourism Incentive Programme
HCT	HIV Counselling and Testing
HDI	Historically Disadvantaged Individuals
HR	Human Resources
HRD	Human Resource Development
HYP	Hospitality Youth Programme
ICT	Information and Communications Technology
ICTSP:	Information Communication Technology Strategic Plan
IDC	Industrial Development Corporation
IORA	Indian Ocean Rim Association
IMF	International Monetary Fund
ITSA	International Tourism Studies Association
J2SE	Journey to Service Excellence
KZN	KwaZulu-Natal
LETOFO	Legislature Tourism Oversight Forum
MASP	Market Access Support Programme
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework

LIST OF ACRONYMS AND ABBREVIATIONS

NCOP	National Council of Provinces
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NEF	National Empowerment Fund
NGP	New Growth Path
NHI	National Health Insurance
NHTL	National House of Traditional Leaders
NT	National Treasury
NTCE:	National Tourism Careers Expo
NTIMS	National Tourism Information and Monitoring System
NTSS	National Tourism Sector Strategy
NYCTP	National Youth Chefs Training Programme
NW	North West
PFMA	Public Finance Management Act
PMDS	Performance Management Development System
PPP	Public–private partnership
PSCBC	Public Service Coordinating Bargaining Council
RETOSA	Regional Tourism Organisation of Southern Africa
RoD	Record of Decision
RTMC	Road Traffic Management Corporation
SA	South Africa
SACU	Southern African Customs Union
SADC	Southern African Development Community
SALGA	South African Local Government Association

SA Chefs	South African Chefs Association
SANRAL	South African National Roads Agency Limited
SANS	South African National Standard
SANParks	South African National Parks
SAPS	South African Police Service
SARB	South African Reserve Bank
SA Tourism	South African Tourism
SATSA	Southern Africa Tourism Services Association
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SEDA	Small Enterprise Development Agency
SIPDM	Standard for Infrastructure Procurement and Delivery Management
SKA	Square Kilometre Array
SLA	Service Level Agreement
SMMMEs	Small, medium and micro-enterprises
SMS	Senior Management Services
SONA	State of the Nation Address
SP	Strategic Plan

LIST OF ACRONYMS AND ABBREVIATIONS

StatsSA	Statistics South Africa		**USA**	United States of America
SRI	Social Responsibility Implementation		**VIC**	Visitor Information Centre
STR	State of Tourism Report		**WEF**	World Economic Forum
TBCSA	Tourism Business Council of South Africa		**WfT**	Working for Tourism
TDDS	Total Domestic Direct Spend		**WHS**	World Heritage Site
TEF	Tourism Equity Fund		**WSP**	Workplan Skills Plan
TEP	Tourism Enterprise Partnership		**WiT**	Women in Tourism
TGSP	Tourism Grading Support Programme		**WTTC**	World Travel and Tourism Council
THRD	Tourism Human Resource Development			
TIA	Technology Innovation Agency			
TOMSA	Tourism Marketing South Africa			
ToR	Terms of Reference			
TSA	Tourism Satellite Account			
TRF	Tourism Relief Fund			
TSHRD	Tourism Sector Human Resource Development			
the dti	Department of Trade and Industry			
TTF	Tourism Transformation Fund			
TTFDS	Total Tourist Foreign Direct Spend			
UA	Universal Access			
UAE	United Arab Emirates			
UK	United Kingdom			
UN	United Nations			
UNISA	University of South Africa			
UNWTO	United Nations World Tourism Organization			

Thank You