Briefing to the Portfolio Committee on Tourism

Quarterly Performance Report –

2020/21 Quarter 4 (Actual)

17 August 2021

broadening horizons

tourism
Department:
Tourism
REPUBLIC OF SOUTH AFRICA
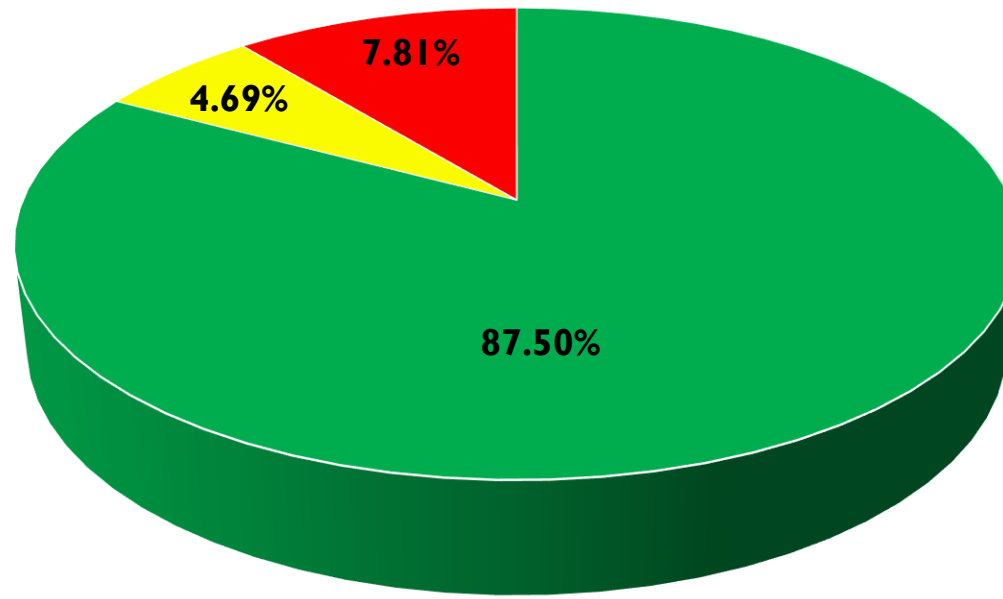
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Contents

I. Performance Overview

QUARTER 4 PERFORMANCE – ACTUAL DATA_ 2020/21

Branches	Achieved	Not achieved; significant work done	Not achieved; intervention required	Insufficient information to express opinion
Corporate Management	90.91% (20 of 22)	9.09% (2 of 22)	0.00% (0 of 22)	0.0% (0 of 22)
Tourism Research, Policy and International Relations	92.31% (12 of 13)	0.00% (0 of 13)	7.69% (1 of 13)	0.00% (0 of 13)
Destination Development	88.89% (8 of 9)	0.00% (0 of 9)	11.11% (1 of 9)	0.00% (0 of 9)
Tourism Sector Support Services	80.00% (16 of 20)	5.00% (1 of 20)	15.00% (3 of 20)	0.00% (0 of 20)
Total	**87.50% (56 of 64)**	**4.69% (3 of 64)**	**7.81% (5of 64)**	**0.00% (0 of 64)**

DEPARTMENTAL PERFORMANCE OVERVIEW

2020/21 Quarterly Performance Overview – Quarter 4

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

2020-21 Quarter 4 Report – Actual Data

2. Programme Performance Information

2.2 Programme 2

Tourism Research, Policy and International Relations

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
1. Number of monitoring and evaluation reports produced.	**Nine Monitoring and Evaluation Reports produced:**			
	1. Four Tourism Quarterly Performance Reports.	Quarterly Performance Report was developed and approved.	Tourism Quarterly Performance Report developed.	Tourism Quarterly Performance Report was developed.
	2. Two Reports on the Impact Evaluation of COVID-19 on the tourism sector.	No target during the period under review.	Second Report on the Impact Evaluation of COVID-19 on tourism developed.	Second and Third Reports on the Impact Evaluation of COVID-19 on tourism were developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
I. Number of monitoring and evaluation reports produced.	**Nine Monitoring and Evaluation Reports produced … continued:**			
	3. 2019/20 NTSS Implementation Report developed.	Draft 2019/20 NTSS Implementation Report developed.	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.	Report on the preliminary impact evaluation of the Tourism Relief Fund on tourism enterprises has been developed.	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation report developed.	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises was conducted and preliminary impact evaluation report was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	Annual Target	Quarter3 Performance – Actual Data	Quarterly Targets	
			Quarter 4 Targets	Quarter 4 Performance – Actual Data
1. Number of monitoring and evaluation reports produced.	**Nine Monitoring and Evaluation Reports produced … continued:**			
	5. 2018/19 STR finalised and published.	2018/19 STR has been published on the Departmental website.	No target during the period under review.	-
	• Draft 2019/20 STR developed.	Data collection for 2019/20 STR continued.	Draft 2019/20 STR developed.	Draft 2019/20 STR was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
2. Number of systems developed for tourism analytics.	**One system developed for tourism analytics:**			
	National Tourism Analytics System Framework developed.	Concept document for the development of the National Tourism Analytics System Framework was not developed.	National Tourism Analytics System Framework developed.	National Tourism Analytics System Framework was not developed. **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 Measures:** Request for quotations were sent again for the fourth time. Two service providers responded. Proposals were evaluated and a suitable service provider is in the process of being appointed. Draft list of stakeholders and questionnaire to be used for consultation are in the process of being finalised internally to accelerate the process once the service provider gets appointed. The service provider has since been appointed. Literature review done and the Literature review report is available. Draft concept document was developed and it is in the process of being consulted with key stakeholders.

2020-21 Quarter 4 Report – Actual Data

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
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.	Inputs were integrated and 2nd draft Policy Options Report was developed.	Comprehensive Quality Assurance Policy Options Report incorporating implications of each option finalised.	Comprehensive Quality Assurance Policy Options Report incorporating implications of each option was finalised.
	2. Report on the regulations in respect of the National Tourism Information and Monitoring System (NTIMS Regulations).	Progress Report on the implementation of NTIMS Regulations was developed.	Report on the implementation of NTIMS Regulations developed.	Report on the implementation of NTIMS Regulations was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
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 … continued:**			
	3. Draft review of the Development and Promotion of Tourism in South Africa developed.	Environment Scan was conducted.	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				
			Quarterly Targets	
Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
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).	SA input on tourism as a means of sustainable development for **G20 Tourism Ministers' Meeting** was prepared and submitted to DIRCO.	Prepare and submit SA input into the feasibility study on the establishment of continental tourism organisation in terms of **AU's Plan of Action on Tourism.**	SA input into the feasibility study on the establishment of continental tourism organisation in terms of **AU's Plan of Action on Tourism** was prepared and submitted.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarterly Targets	
			Quarter 4 Targets	Quarter 4 Performance – Actual Data
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.	Concept document and Implementation Plan for the Best Practices Workshop 2021 was finalised.	Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted.	The 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.	Quarterly report on the status of bilateral relations to advance national priorities was developed.	Quarterly report on the status of bilateral relations to advance national priorities developed.	Quarterly report on the status of bilateral relations to advance national priorities was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of SA Tourism oversight reports produced.	**Two initiatives facilitated for regional integration:**			
	Four reports on governance and performance SA Tourism produced for oversight purposes.	SA Tourism quarterly oversight report was developed.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report was developed.

2.3 Programme 3

Destination Development

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
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.	Institutional setup has been completed through finalisation of Budget Resort Network and Brand Concept, with guidelines.	Piloting the brand and network concept with key stakeholders initiated.	Piloting the brand and network concept with key stakeholders was initiated as follows: • Consultations on the final Budget Resort Network and Brand Concept, with guidelines were completed. • Initial engagements with pilot sites stakeholders were completed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
1. Number of destination planning and investment coordination initiatives undertaken.	**Four destination planning and investment coordination initiatives undertaken:**			
	3. Viability study for the new Rail Tourism model developed.	Rail Tourism survey report was not completed. However, concept literature review and survey framework were completed.	Framework for Viability Study completed and circulated to stakeholders.	Framework for Viability Study was not completed and circulated to stakeholders. Rail Tourism Data Collection Report, Data Analysis Report and Synthesis Report completed. **Reason for Variance:** Viability study activities were delayed and impacted, as the study depended on the survey outcomes. **Corrective Measure:** Survey outcomes from the Synthesis Report to guide plans for 2021/22.. 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. Thus, the viability study is halted until rail infrastructure issues are addressed.
		Service provider for viability study was appointed.	No target during the period under review.	-

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
1. Number of destination planning and investment coordination initiatives undertaken.	**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 district tourism plans was coordinated.	Implementation for the development of tourism through the (DDM) in three pilots completed.	Implementation for the development of tourism through the (DDM) in three pilots completed. • Tourism implementation plans completed. • DDM coordination report completed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
2. Number of destination enhancement initiatives supported.	**Four destination enhancement initiatives supported:**			
	1. The Dinosaur Interpretation Centre Exhibition construction continued.	Quarterly report on the implementation of construction works for Dinosaur Interpretation Centre was submitted.	Implementation status report on the continuation of construction for the Dinosaur Interpretation Centre Exhibition completed.	Implementation status report on the continuation of construction for the Dinosaur Interpretation Centre Exhibition completed and submitted.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
2. Number of destination enhancement initiatives supported.	**Four destination enhancement initiatives supported:**			
	2. Infrastructure Maintenance Programme implemented in three national parks: • Marakele • Addo • Karoo National Parks.	Infrastructure maintenance work was monitored and supported in three parks according to project plans for each: • Marakele • Addo • Karoo National Parks.	Infrastructure maintenance programme implemented in three national parks according to project plans for each: • Marakele • Addo • Karoo National Parks.	Infrastructure maintenance programme was implemented in three national parks according to project plans for each: • Marakele. • Addo. • Karoo National Parks.

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Four destination enhancement initiatives supported … continued:			
	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	Service provider was appointed to develop project concepts for five community-based tourism projects at: • Numbi Gate • Nandoni Dam • Tshathogwe Game Farm • Mtititi Game Farm • Mapate Recreational Social Tourism Facility.	Stakeholder Consultations undertaken.	Stakeholder Consultations were undertaken as follows: • 23 February 2021 - Mulendze Tribal Office (Nandoni Dam); • 23 February 2021 - Tshathogwe; • 24 February 2021 - Mtititi Tribal Office; • 25 February 2021 - Mapate Tribal Office; • 5 March 2021 - Mdluli Tribal Office (Numbi Gate).

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Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
2. Number of destination enhancement initiatives supported.	**Four destination enhancement initiatives supported … continued:**			
	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.	No target during the period under review.	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.

2020-21 Quarter 4 Report – Actual Data

Outcome: Increase the tourism sector's contribution to inclusive economic growth				
			Quarterly Targets	
Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
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)	Preliminary Assessment of needs for Product Enhancement were undertaken as follows: • AmaHlubi Museum: 29 October 2020; and • McGregor Museum: 8 & 19 October 2020. Stakeholder discussions were undertaken as follows: • AmaHlubi: 30 October 2020; and • McGregor Museum: 8 & 9 October 2020 and 19 November 2020. Quarterly Progress Report was developed.	Needs assessment and recommendations for Product Enhancement at five Local Community Museums developed.	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				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
3. Number of work opportunities created through Working for Tourism projects.	2 500 Work opportunities through Working for Tourism projects created.	1 469 work opportunities were created.	1 625 work opportunities created.	1 881 work opportunities were created. **Variance:** Quarterly target of 1 250 exceeded by 631. The lifting of the lock down restrictions in the sector has enabled projects to be implemented and targets exceeded. **Corrective Measure:** N/A

2.4 Programme 4

Tourism Sector Support Services

Outcome: To enhance understanding and awareness of the value of tourism and its opportunities				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
1. Number of initiatives implemented to stimulate domestic tourism.	**One initiative to stimulate domestic tourism:**			
	1. Implementation of the Domestic Tourism Scheme.	Domestic Tourism Scheme was implemented in Drakensberg, KwaZulu-Natal on 10-11 November 2020.	Domestic Tourism Scheme implemented.	Domestic Tourism Scheme was implemented as follows: • Gauteng: 5-6 March 2021; • North West: 11-12 March 2021; • Western Cape: 15-16 March 2021.

Outcome: To enhance understanding and awareness of the value of tourism and its opportunities				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
2. Number of initiatives implemented to support tourism SMMEs.	**Two initiatives implemented to support tourism SMMEs:**			
	1. Implement five incubators: i. Manyeleti Tourism Incubator.	Business support programme was implemented for tourism businesses affected by COVID-19 pandemic in line with amended SLA.	Annual Progress Report on Manyeleti Tourism Incubator developed.	Annual Progress Report on Manyeleti Tourism Incubator was developed.
	ii. Phalaborwa Tourism Incubator.	Business support programme was implemented for tourism businesses affected by COVID-19 pandemic in line with amended SLA.	Annual Progress Report on Phalaborwa Tourism Incubator developed.	Annual Progress Report on Phalaborwa Tourism Incubator was developed.

Outcome: To accelerate the transformation of the tourism sector				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
2. Number of initiatives implemented to support tourism SMMEs.	**Two initiatives implemented to support tourism SMMEs … continued:**			
	iii. Mier Tourism Incubator.	Business support programme was implemented for tourism businesses affected by COVID-19 pandemic in line with amended SLA.	Annual Progress Report on Mier Tourism Incubator developed.	Annual Progress Report on Mier Tourism Incubator was developed.
	iv. Technology Innovation Incubator.	The delivery of business development services implemented was not monitored.	Annual performance report on the Technology Incubator developed.	Annual performance report on the Technology Incubator was developed.

Outcome: To accelerate the transformation of the tourism sector				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
2. Number of initiatives implemented to support tourism SMMEs.	**Two initiatives implemented to support tourism SMMEs … continued:**			
	v. Tour Operator Incubator.	The monitoring of the delivery of business development services implemented was not done.	Annual performance report on the Tour Operator Incubator developed.	Annual performance report on the Tour Operator Incubator was developed.

Outcome: To accelerate the transformation of the tourism sector				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
2. Number of initiatives implemented to support tourism SMMEs.	**Two initiatives implemented to support tourism SMMEs… continued**			
	2. Empower youth trained in food services to become owners and operators in the food services business (including virtual platforms).	Programme for New Venture Creation Programme to empower youth in food services business (including virtual platforms) was not implemented.	Programme for New Venture Creation Programme to empower youth in food services business (including virtual platforms) implemented.	Programme for New Venture Creation Programme to empower youth in food services business (including virtual platforms) was not implemented. Agreement to co-implement and fund with SEDA approved, Programme Implementer appointed and Database of beneficiaries established. **Reason for Variance:** Significant work towards achievement of target done including securing SEDA as implementer and co-funding partners with expertise on the highly specialised area of food services. **Corrective Measure:** Roll out starting new financial year.

Outcome: To accelerate the transformation of the tourism sector				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
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.	WiT Enterprise Development Programme was not implemented in nine provinces.	Close out report for WiT Enterprise Development Programme developed.	Close out report for WiT Enterprise Development Programme was not developed. **Reason for Variance:** Procurement process did not yield desired results. **Corrective Measure** Terms of Reference to appoint the service provider to implement the WiT Enterprise Development Programme have been developed and approved. The programme will be implemented in the 2021/22 financial year as per the management's directive. The tender was advertised and closed on 21 July 2021. BEC will sit on 6 August 2021 to appoint a service provider to implement the programme.

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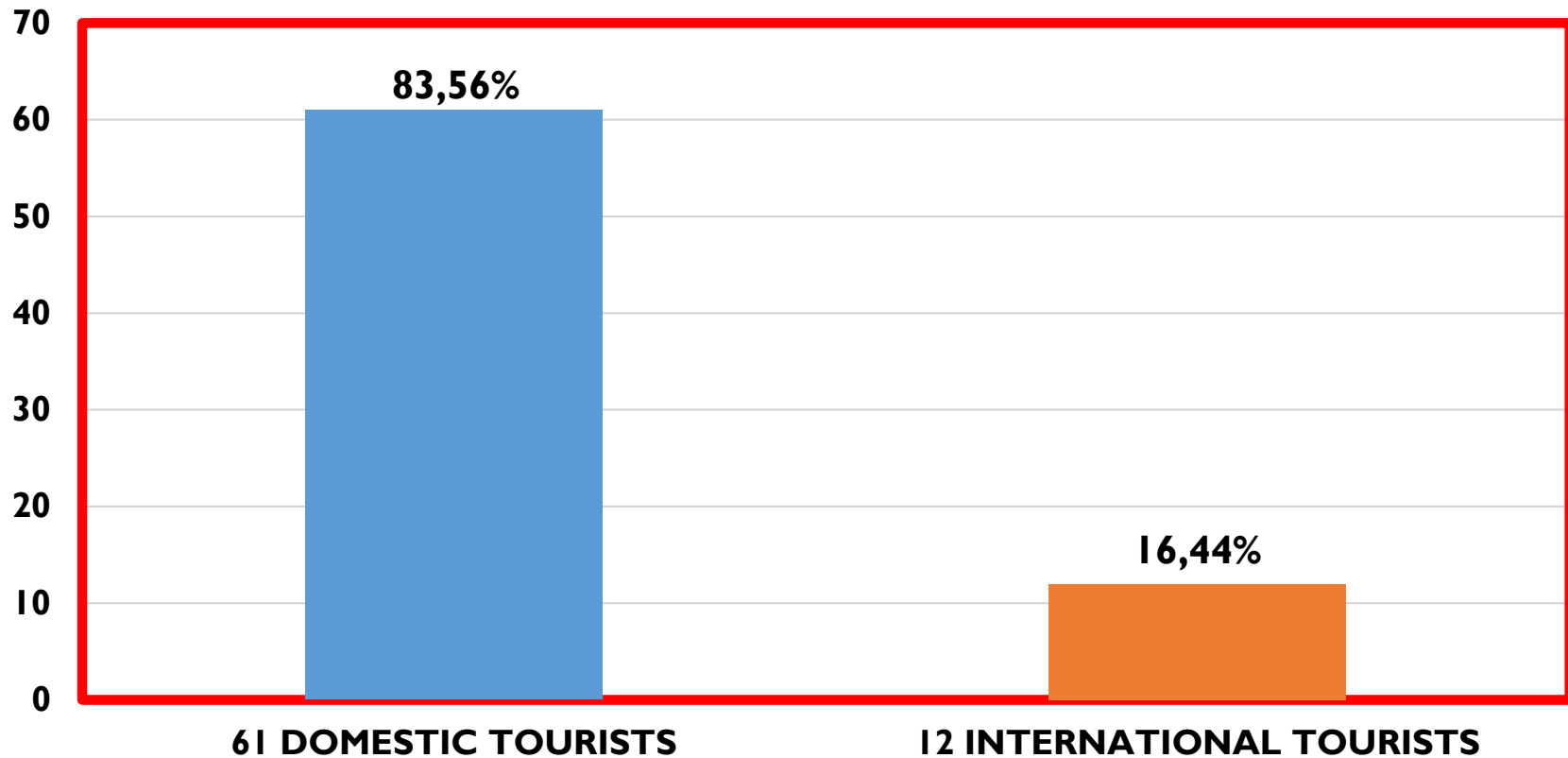| Outcome: To accelerate the transformation of the tourism sector				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
3. Number of initiatives implemented to increase participation of women in the tourism sector.	**Two initiatives implemented to increase participation of women in the tourism sector … continued:**			
	2. Implement UNWTO WiT Pilot Project in Limpopo.	UNWTO WiT Pilot Project in Limpopo was implemented.	UNWTO WiT Pilot Project in Limpopo implemented - Year 1 Annual Report submitted to UNWTO.	UNWTO WiT Pilot Project was implemented in Limpopo on 24 - 25 February 2021 and Year 1 Annual Report was submitted to UNWTO.

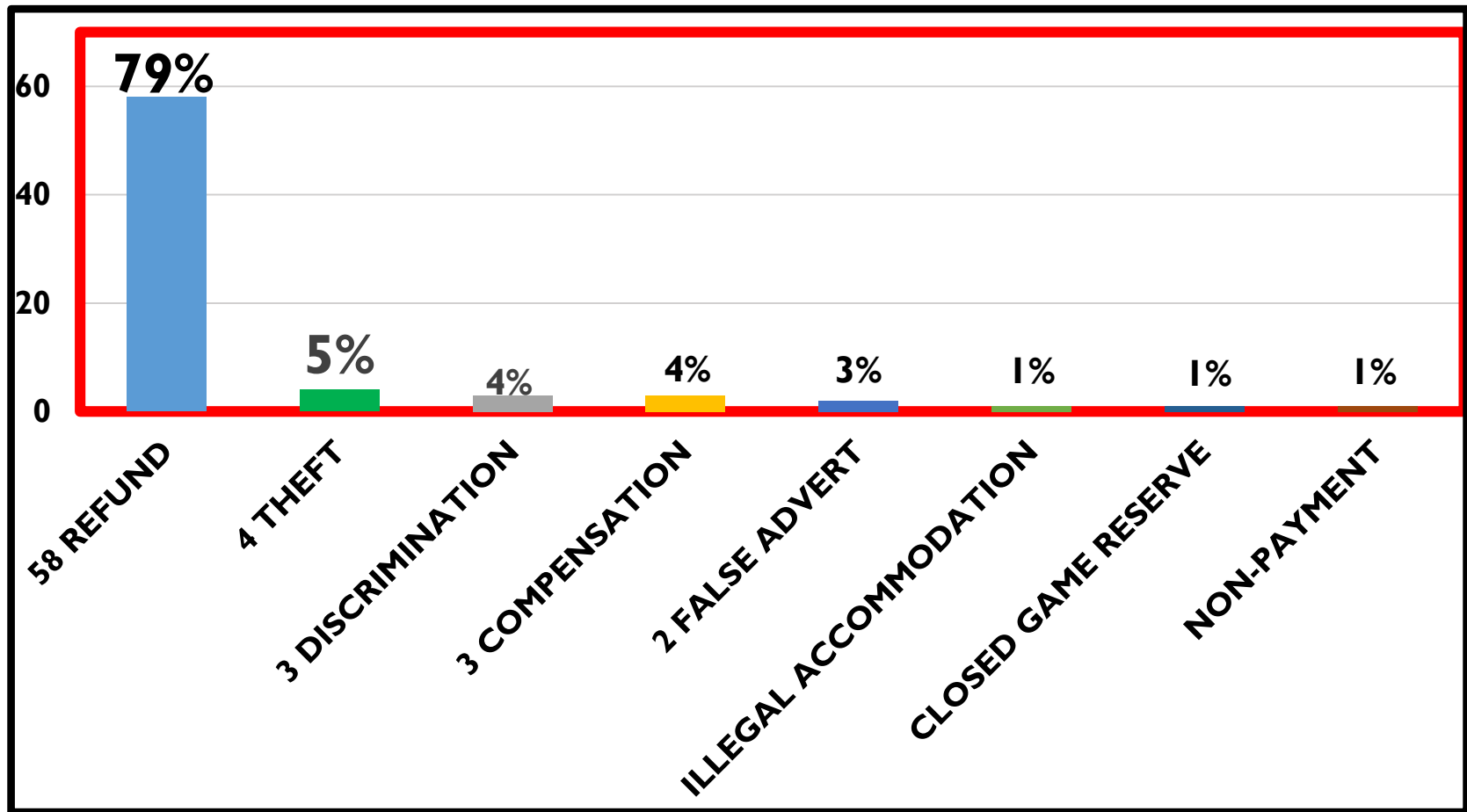| Outcome: To accelerate the transformation of the tourism sector				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
4. Number of programmes implemented to enhance visitor service and experiences.	**Three programmes implemented to enhance visitor services and experience … continued:**			
	1. 100% of tourist complaints managed in line with the Regulation on the Manner and Procedure for Lodging and Dealing with Tourism Complaints.	Quarterly report on Tourists Complaints managed in line with the Regulation was developed. A total of 80 complaints were received from both domestic (76) and international tourists (4).	Quarterly report on Tourists Complaints managed in line with the Regulation developed.	Quarterly report on Tourists Complaints managed in line with the Regulation was developed. A total of 73 complaints were received from both domestic (61) and international tourists (12). The following graphs in the next slides provide an indication on the nature of these complaints.

GRAPH 1: ORIGIN OF TOURIST COMPLAINTS: INTERNATIONAL & DOMESTIC TOURIST

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GRAPH 2: NATURE OF TOURIST COMPLAINTS

Bar chart of tourist complaints:
- 58 REFUND — 79%
- 4 THEFT — 5%
- 3 DISCRIMINATION — 4%
- 3 COMPENSATION — 4%
- 2 FALSE ADVERT — 3%
- ILLEGAL ACCOMMODATION — 1%
- CLOSED GAME RESERVE — 1%
- NON-PAYMENT — 1%

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GRAPH 3: NUMBER OF TOURIST COMPLAINTS PER PROVINCE
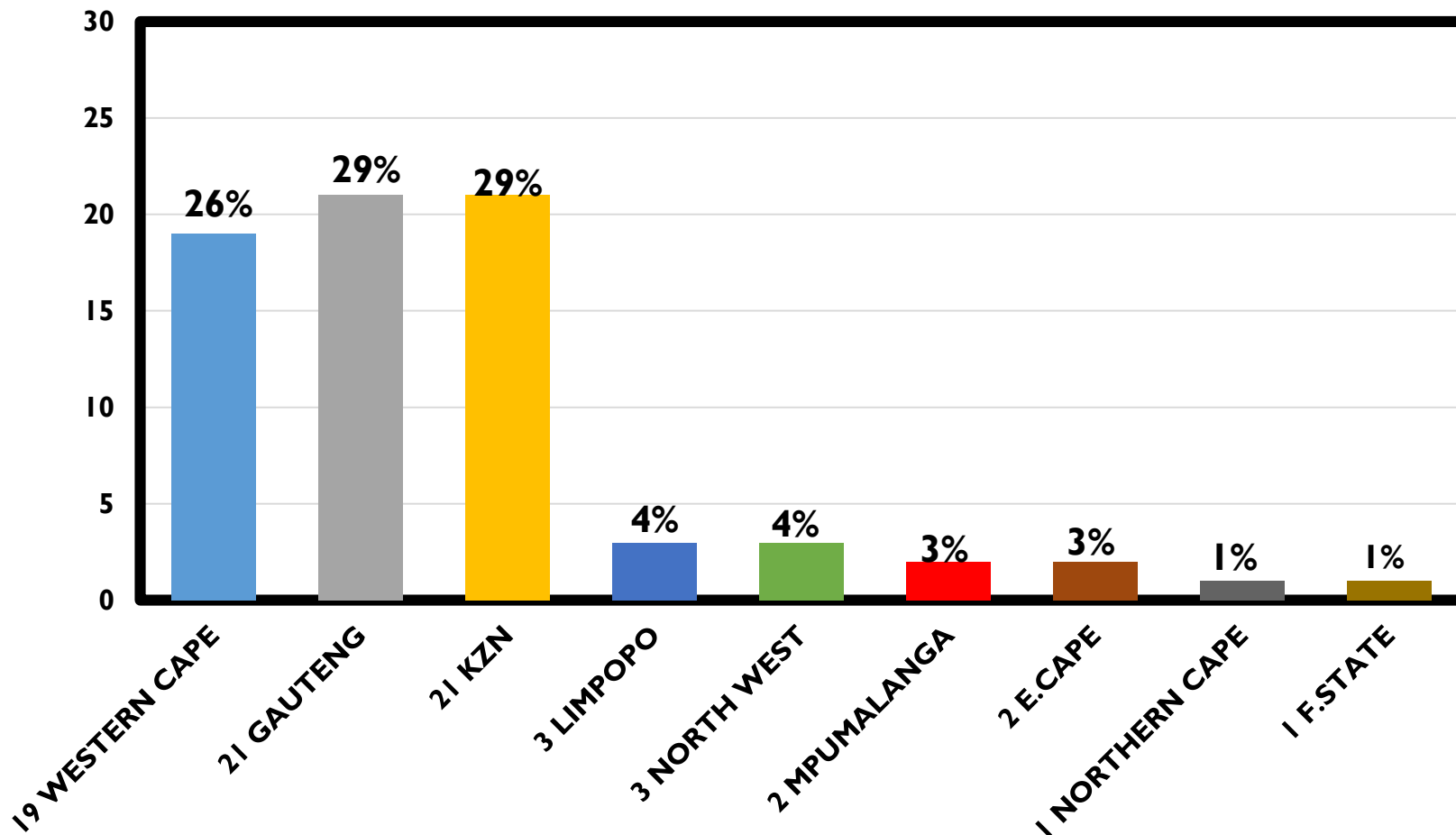
2020-21 Quarter 4 Report – Actual Data

GRAPH 4: STATUS OF COMPLAINTS

Bar chart:
- 63 IN-PROGRESS: 86%
- 8 RESOLVED: 11%
- 2 REFERRAL: 3%

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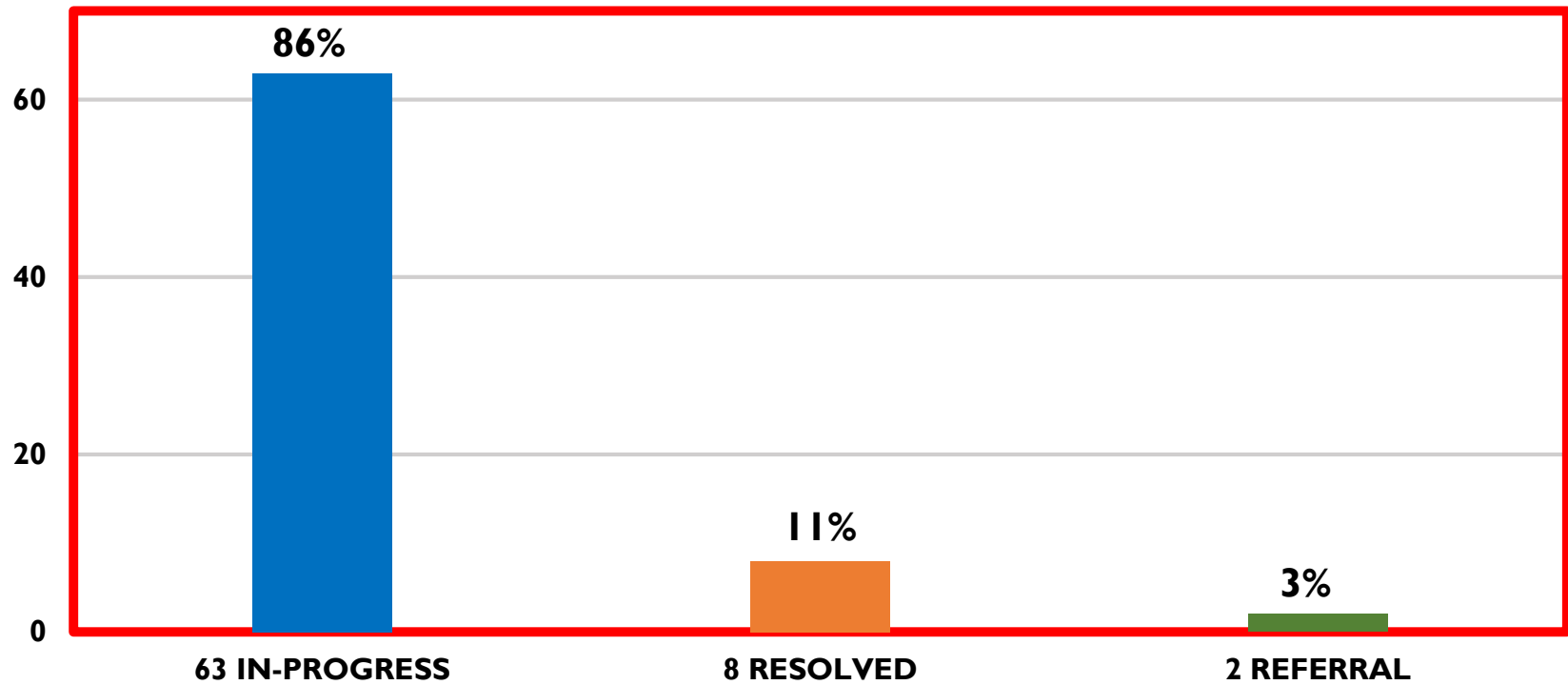| Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
4. Number of programmes implemented to enhance visitor service and experiences.	**Three programmes implemented to enhance visitor services and experience … continued:**			
	2. Implement service excellence with focus on customer centric approach using Online round table discussions and media campaign.	Quarterly report on implementation of Service Excellence – Customer Centric approach was developed.	Quarterly report on implementation of Service Excellence – Customer Centric approach developed.	Quarterly report on implementation of Service Excellence – Customer Centric approach was developed.

Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
4. Number of programmes implemented to enhance visitor service and experiences.	**Three programmes implemented to enhance visitor services and experience … continued:**			
	3. Awareness sessions with identified Service Excellence ambassador(s).	Awareness sessions with identified Service Excellence ambassador(s) were undertaken as follows: • Northern Cape - 28 October 2020; • KwaZulu-Natal - 29 October 2020; and • Limpopo - 5 November 2020.	Awareness sessions with identified Service Excellence ambassador(s) and report developed.	Awareness sessions with identified Service Excellence ambassador(s) and report was developed.

Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
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 were hosted in two provinces as follows: • Eastern Cape - 18-19 November 2020; and • Gauteng - 24 November 2020.	Local Government Tourism Peer Learning Network session for municipal practitioners hosted in one province.	Local Government Tourism Peer Learning Network session for municipal practitioners was hosted in Mpumalanga province on 10 March 2021.

Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
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 Mode.	Seven District Profiles were finalised as follows: 1. Amathole District Municipality; 2. Cape Winelands District Municipality; 3. Gert Sibande District Municipality; 4. Namakwa District Municipality; 5. uMgungundlovu District Municipality; 6. uMkhanyakude District Municipality; 7. ZF Mgcawu District Municipality.	Six District Profiles finalised.	Six District Profiles were finalised as follows: 1. iLembe; 2. King Cetshwayo; 3. Vhembe; 4. Capricorn; 5. Nkangala; 6. West Coast.

Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented:**			
	1. One programme to capacitate tourist guides implemented.	Programme to capacitate tourist guides was not implemented. However, the following were done: • Logistical arrangements were finalised; • Contracts between the Department and learners were signed; and • Induction was conducted to the learners.	Training to capacitate tourist guides finalised.	Training to capacitate tourist guides was finalised. Twenty tourist guides were trained in the Mandarin language.

			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**

Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation

Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented … continued:**			
	2. Food Safety Quality Assurers programme implemented in nine provinces targeting 500 youth.	Service provider was not appointed and induction of learners not undertaken.	Food Safety Quality Assurers Programme implemented.	Food Safety Quality Assurers Programme was not implemented. **Reason for Variance:** The re-development of the ToR in response to COVID-19, re-advertisement of the tender and conclusion on appointment of suitable service provider/s affected the achievement/ implementation of the programme. **Corrective Measure:** The implementation will commence in the 2021-22 financial year: Q1 once the Service Level Agreement is signed. Procurement for KZN bid concluded and implemented. The service providers for the Gauteng, Northern Cape and Western Cape have since been appointed. Recruitment, Selection of learners is underway. KZN process for the appointment of a service provider will be concluded in Q2 of the 2021/ 22 year

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Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarterly Targets	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented … continued:**			
	3. Wine Service Training Programme (Sommelier) implemented targeting 252 youth.	Close-up report for Wine Service Training Programme (Sommelier) Project was not developed.	Planning for the Wine Service Training Programme (Sommelier) for 2021 undertaken.	Planning for the Wine service Training programme for 2021 was undertaken.

Outcome: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation

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Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarterly Targets	
			Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	**Five capacity-building programmes implemented … continued:**			
	4. Hospitality Youth Programme (HYP) Fast Food implemented in the KZN, WC (Cluster 1 and 2), NW, GP and MP provinces finalised.	Report on the implementation of the HYP was developed.	Report on the implementation of the HYP.	Report on the implementation of the HYP: Fast food in the KZN, WC (Cluster 1 and 2), NW, GP and MP provinces finalised. Completion reports submitted.
	5. 20 black Women enrolled in Executive Development Programme for WiT.	Selection of 20 candidates for training was finalised.	Training of 20 black women undertaken at an institution of higher learning.	Training of 20 black women was undertaken on 15 - March 2021 at an institution of higher learning.

Outcome: To diversify and enhance tourism offerings				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
7. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	**One initiative to create an enabling policy and regulatory environment for tourism growth and development:**			
	Development of the Tourism Environmental Implementation Plan (TEIP) for 2020 – 2025.	The TEIP was not developed.	TEIP approved.	TEIP was developed, however, not approved. TEIP Draft has been developed for further stakeholder consultation. Target has not been met, but significant progress has been made. **Reason for Variance:** Approval of the ToR in order to appoint the service provider was granted in quarter 3, which was vey late. The initial stakeholder consultation was conducted in February 2021. **Corrective Measure:** The TEIP will be taken for a second round of consultation before the end of April. Thereafter, it will be revised and edited for approval. It is expected that the document will be presented to the Department of Forestry, Fisheries and Environment (DFFE) for noting and to Minister to publish in Government Gazette by end of June 2021. The TEIP will be presented for approval and published in the Gazette in Q2 of the 2021/21 year.

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2.1 Programme 1:

Corporate Management

Outcome: To ensure economic, efficient and effective use of departmental resources.				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
1. Audit outcome on financial and non-financial performance.	Unqualified audit on financial statements and performance information.	Implementation plan was developed as per AGSA outcomes.	No target during the period under review.	-
		Internal control measures were reviewed.	No target during the period under review.	-

Outcome: To ensure economic, efficient and effective use of departmental resources.				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
2. Vacancy rate.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate was maintained at 11.3%.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate was maintained at 11,2%. **Reason for Variance:** Department advertised many vacancies at the same time, using various platforms which included email 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. There are employees who have now assumed duty on 1 August and about 9 new appointees will also assume duties on 1 September 2021. The estimated vacancy rate will be about 10 % with the assumption that there will be no natural attrition.

Outcome: To ensure economic, efficient and effective use of departmental resources.				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
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 maintained at 44.8%.	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment.	Women representation at SMS level was maintained at 43.9%. **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 email 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 6 Human Resource officials operating at 50% at any given time. This meant that only 3 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 twelve months period.

Outcome: To ensure economic, efficient and effective use of departmental resources.				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
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 maintained at 44.8%.	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment … continued.	Women representation at SMS level was maintained at 43.9%. **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 requires a particular race and gender panels will endeavour to fairly discriminate by shortlisting such. For Female Representation at SMS level there are currently 3 female appointees at the SMS and one resignation at SMS level which will push the percentage representation to about 48% and will improve with further SMS appointment

Outcome: To ensure economic, efficient and effective use of departmental resources.				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
3. Percentage compliance with equity targets in terms of departmental Employment Equity Plan.	Maintain minimum of 3% people with disabilities representation.	Minimum of 4.3% representation for people with disabilities was maintained.	Maintain minimum of 3% people with disabilities representation.	People with disabilities' representation was maintained at 4.3%.
	Maintain minimum of 91.5% black representation.	Minimum of 96.1% black representation maintained.	Maintain minimum of 91,5% black representation.	Black representation was maintained at 96.1%.

Outcome: To ensure economic, efficient and effective use of departmental resources.				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
4. Percentage implementation of Work Place Skills Plan (WSP) with defined targeted training interventions.	Development and 100% implementation of WSP for all employees.	25% of WSP for all employees was implemented.	20% implementation of WSP for all employees.	20% of WSP for all employees was implemented.
		Training for MMS and SMS was undertaken.	Training undertaken for MMS and SMS members identified for leadership programme.	Training for MMS and SMS members identified for leadership programmes was undertaken.

Outcome: To ensure economic, efficient and effective use of departmental resources.				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
5. Percentage implementation of the annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	30% of the Annual Internal Audit Plan was implemented through the following activities: 1. Review of OHS compliance with COVID-19; 2. Conducting follow-up on Auditor-General of South Africa Report; 3. Review of ICT Governance; and 4. Review of Risk Management (Business Continuity Management).	10% implementation of the Annual Internal Audit Plan.	10% of the annual internal audit plan was implemented through the following activities: 1. Audit on Contract Management; 2. Review on Quotations; and 3. Follow-up Audit on Tourism Relief Fund.

Outcome: To ensure economic, efficient and effective use of departmental resources.

Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarterly Targets	
			Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Percentage implementation of the communication strategy.	Communication Strategy for 2020/21 implemented.	95% implementation of Quarter 3 targets of the 2020/21 Annual Implementation Plan of the Communications Strategy was achieved.	100% implementation of Quarter 4 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy.	100% implementation of Quarter 4 targets of the 2020/21.
	Review 2020/21 Communication Strategy.	No target during the period under review .	Develop 2021/22 Annual Implementation Plan of the Communications Strategy	2021/22 Annual Implementation Plan of the Communications Strategy was developed. The 2021/22 implementation plan was to get final approval on the 1st quarter of 2021/22 to ensure alignment with the 2021/22 APP targets, projects and Budget Vote pronouncements and Performance Agreements.
			Review Communication Strategy for 2021/22	Communications Strategy for 2021/22 was reviewed. The 2021/22 Communications Strategy (Annual revision) was done in Q4 and approval (Key Message Implementation Plan and Campaigns) was on the 1st quarter of 2021/22 to ensure alignment with Budget Vote and other major programmes, e.g. Tourism Sector Recovery Plan, Tourism Equity Fund, etc.

			Quarterly Targets	

Outcome: To ensure economic, efficient and effective use of departmental resources.

Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
7. Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5.	100% of expenditure on procurement from B-BBEE contributor status levels 1-5 was achieved.	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5.	100% of expenditure 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.	56.85% expenditure on procurement of goods and services from SMMEs was achieved.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	61.97% expenditure on procurement of goods and services from SMMEs was achieved.
8. Percentage of invoices paid within prescribed timeframes.	Payment of all compliant invoices within 30 days, including SOEs and Municipalities.	100% of all compliant invoices were paid within 30 days, including SOEs and Municipalities.	100% of all compliant invoices paid within 30 days, including SOEs and Municipalities.	100% of all compliant invoices were paid within 30 days, including SOEs and Municipalities.

Outcome: To enhance understanding and awareness of the value of tourism and its opportunities.				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
9. Number of initiatives implemented to promote reasonable access.	Eight initiatives implemented to promote reasonable access.	No target during the period under review.	v. Profile Department's progress with disability management matters.	Department's progress with disability management matters was profiled.
		No target during the period under review.	viii. Convene Disability Management Forum.	Disability Management Forum convened.

			Quarterly Targets	
Output Indicator	Annual Target	Quarter 3 Performance – Actual Data	Quarter 4 Targets	Quarter 4 Performance – Actual Data
10. Number of initiatives implemented to promote gender equity.	Eight initiatives implemented to promote gender equity.	No target during the period under review.	iv. Develop a 2021/22 Gender Forum, Programme of Action.	2021/22 Gender Forum, Programme of Action developed.
		No target during the period under review.	vii. Convene Departmental Gender Forum.	Departmental Gender Forum convened.

Outcome: To enhance understanding and awareness of the value of tourism and its opportunities.

Outcome: To enhance understanding and awareness of the value of tourism and its opportunities.				
			Quarterly Targets	
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarter 4 Targets**	**Quarter 4 Performance – Actual Data**
10. Number of initiatives implemented to promote gender equity.	Eight initiatives implemented to promote gender equity.	Finalise Sexual Harassment Policy: • The Sexual Harassment Policy was approved. • Gender Equality Dialogue was not conducted.	viii. Finalise Sexual Harassment Policy Awareness raising on gender-based violence conducted.	Sexual Harassment Policy Awareness raising on gender-based violence finalised and conducted.
		Gender Equality Dialogue conducted 25 February 2021	Internal capacity building on gender mainstreaming conducted.	Internal capacity-building on gender mainstreaming was conducted.
		No target during the period under review.	Internal capacity building on dealing with sexual harassment cases conducted.	Internal capacity-building on dealing with sexual harassment cases conducted.

Outcome: To enhance understanding and awareness of the value of tourism and its opportunities.				
Output Indicator	**Annual Target**	**Quarter 3 Performance – Actual Data**	**Quarterly Targets**	
			Quarter 4 Targets	**Quarter 4 Performance – Actual Data**
11. Number of initiatives implemented to promote integrity and ethical conduct.	11 initiatives implemented to promote integrity and ethical conduct	No target during the period under review.	iv. Workshop on the Public Service Code of Conduct.	Workshop on the Public Service Code of conduct was conducted.
		No target during the period under review.	viii. Manage other remunerative work applications for the quarter and report to RMC.	Other remunerative work applications for the quarter was managed and reported to RMC.

3. Human Resource Information

Workforce Representativity as end of 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	

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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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4. Financial Information

Budget and Expenditure Review as at 31 March 2021

Programme	Final Budget (R'000)	Expenditure (R'000)	Expenditure as % of Final Budget	Variance from Final Budget (R'000)	% Variance from Final Budget	Explanation of Material Variances
Administration	289 822	289 821	100%	1	0%	N/A
Tourism Research, Policy and International Relations	482 145	479 529	99%	2 616	1%	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	3%	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 back to the National Treasury as unspent funds.
Tourism Sector Support Services	212 184	195 405	92%	16 779	8%	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**	**1 392 250**	**98%**	**34 610**	**2%**	

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Expenditure per Economical Classification as at 31 March 2021

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	9 743	97%	303
- Software and other intangible assets	6 725	6 725	100%	-
Payment for Financial Assets	23	23	100%	-
Total	**1 426 860**	**1 392 250**	**98%**	**34 610**

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5. LIST OF ACRONYMS AND ABBREVIATIONS

AU:	African Union
B-BBEE:	Broad-Based Black Economic Empowerment
DDM:	District Development Model
DFFE:	Department of Forestry, Fisheries and the Environment
DIRCO:	Department of International Relations and Cooperation
GP:	Gauteng Province
HYP:	Hospitality Youth Programme
KZN:	KwaZulu-Natal
MMS:	Middle Management Service
MP:	Mpumalanga Province
NTIMS:	National Tourism Information and Monitoring System
NTSS:	National Tourism Sector Strategy
NW:	North West

RMC:	Risk Management Committee
SA:	South Africa
SA Tourism:	South African Tourism
SEDA:	Small Enterprise Development Agency
SLA:	Service Level Agreement
SMS:	Senior Management Services
SMMEs:	Small, Medium and Micro-sized Enterprises
SOEs:	State-Owned Enterprises
STR:	State of Tourism Report
TEIP:	Tourism Environmental Implementation Plan
ToR:	Terms of Reference
UNWTO:	United Nations World Tourism Organisation
WC:	Western Cape
WiT:	Women in Tourism
WSP:	Workplace Skills Plan

2020-21 Quarter 4 Report – Actual Data

Thank You