

# DEPARTMENTAL STRATEGY (2020/21 – 2024/25) AND REVISED ANNUAL PERFORMANCE PLAN (2020/21 – 2022/23)

## Presentation to the Joint Committee

( PC on Tourism and Select Committee on Trade & Industry,  
Economic Development, Small Business development, Tourism and  
Employment & Labour)

26 MAY 2020

broadening horizons



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



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# I. CONTEXT FOR REVISION AND RE-TABLING

- Covid 19 has transformed the global landscape.
- All sectors have been impacted but none more than the travel and tourism sector.
- With borders being closed, planes and mass transport being grounded and large gatherings being prohibited there is almost zero activity in the sector.
- The tourism sector has in the past demonstrated strong resilience and will certainly be transformed and rise again.
- Early indications are that recovery of the sector may take between 12 and 24 months.
- There are high degrees of uncertainty both with regards to the pandemic and about the future of the sector, the planning context of the public sector will accordingly have to be adjusted.

## ESTIMATED GLOBAL IMPACT OF COVID-19 (UNWTO)

- Decline of 290 to 440 million International Tourist Arrivals
- 5 to 7 years lost in numbers of tourists
- Decline of 300 to 450 US\$ billion in Tourism Exports (receipts)
- 1/3 of 1.5 US\$ trillion lost in Tourism Exports



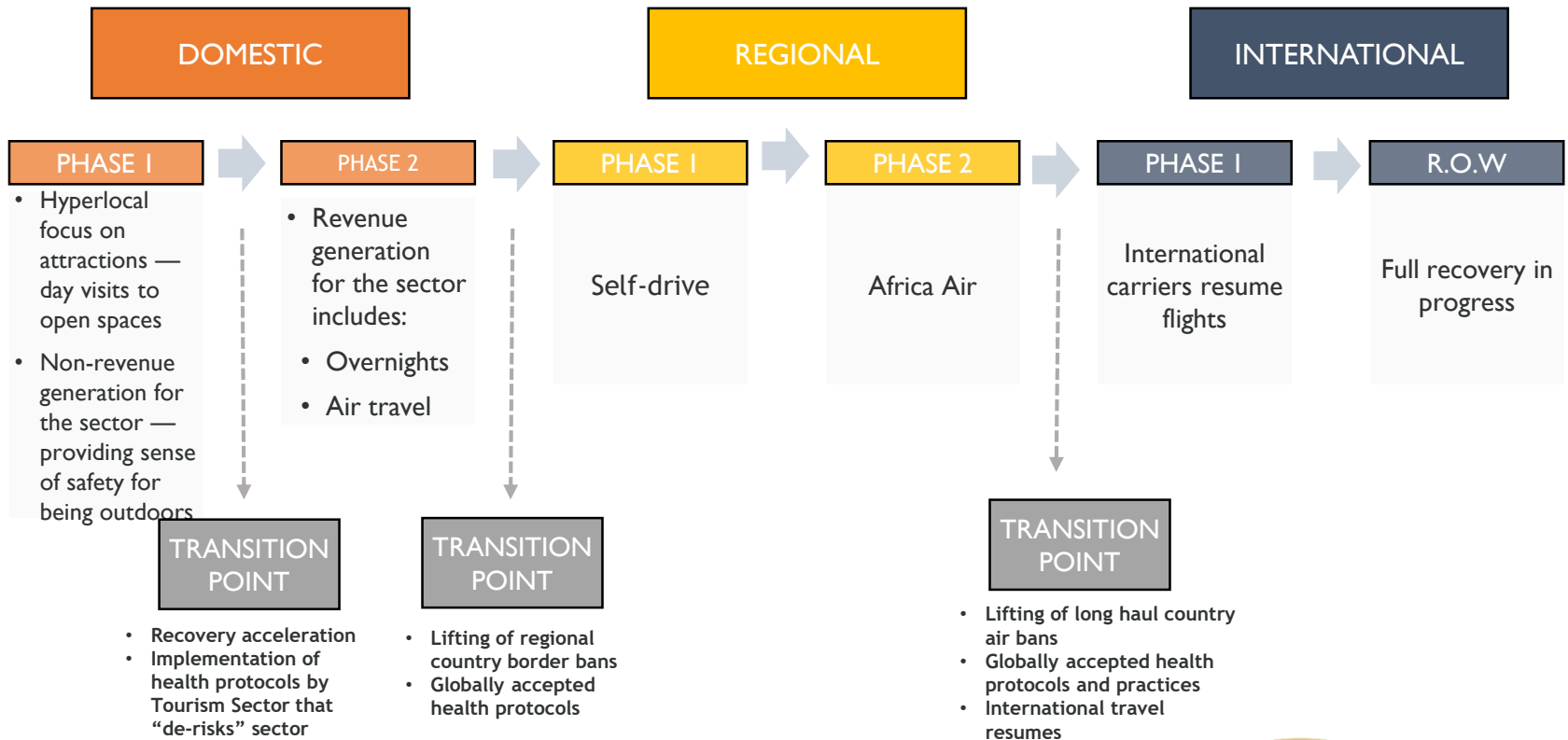
## 2. BACKGROUND

- Our Government response to the COVID – 19 Coronavirus issued on the back of the economic situation in our country (e.g. national lockdown and associated restrictions) impact practical execution of some of our planned projects planned for 2020/21.
- Due consideration had to be given to the emerging risks in the organisational performance management environment due to COVID-19, and their likely impact on the tabled departmental Plans. This necessitated the review of the approved plans to mitigate against effects of COVID-19 on the department's approved Plans.
- Some of the departmental projects planned for 2020/21 that require site visits, exhibitions, and contact are especially affected by COVID-19 and associated restrictions. These relate mainly to EPWP, Incentives and Training / Skills Programmes. Equally SA Tourism would be affected in terms of international and domestic marketing.
- As the country reprioritises resources to fight the pandemic, the portfolio budget would equally be affected, and the extent of which would only be confirmed during the adjustment budget.
- Most of the focus and efforts will be dedicated towards the Tourism Recovery Plan.



### 3. 'LOCAL FIRST' RECOVERY

Tourism recovery will experience a number of phases, from hyper-local community attractions, through broader domestic tourism, regional land and air markets, and lastly resumption of world-wide international travel.



# Departmental Strategy



## 5. OUTCOMES (WHAT WE WANT TO ACHIEVE)

### **GROW TOURISM TO AND WITHIN SOUTH AFRICA SUCH THAT:**

- Its contribution to the GDP is increased.
- Its contribution to job creation in South Africa is increased.
- Economic participation in the sector is inclusive.
- Enjoyment of tourism is shared by all South Africans.
- Diversification of destination product offerings.



## 6. MANDATE (FOR NEXT FIVE YEARS) – WHAT WE MUST DO TO ACHIEVE THE OUTCOME

- More than double international tourist arrivals to 21 million by 2030.
- Renewal of the country's brand.
- Introducing a world-class visa regime and a significant focus on specific markets (China and India) and air arrivals from the rest of our continent.
- Address tourists safety.





## 7.THE STRATEGY (WHERE WE MUST INTERVENE / WHERE WE MUST EFFECT CHANGE)

Key change enablers that must be in place to ensure that the 6<sup>th</sup> Administration objectives for tourism growth are met include:

- Improving our **tourism assets, products and facilities** making South Africa a diverse and unique tourism destination. A diversified tourism product offering can contribute to broadening participation in that it could encourage tourists to interact with hosts and services providers beyond the mainstream providers.
- **Offering excellent service and creating memorable experiences** meet and exceed the expectations of tourists. This includes addressing safety concerns of visitors.
- **Grow foreign and domestic arrivals** our destination effectively domestically and international in order to achieve growth in arrivals. Importantly, developing a culture of travel amongst South Africans supported by a diverse and responsive product range is necessary in order to fully benefit economically from the domestic market.
- Improve **access** for tourists through an enabling **visa regime** and an enabling **air transport capacity**.
- **Transforming the tourism sector** in order to expand participation, improve ownership patterns and ensure that all South Africans share the benefits that accrue from the tourism economy.

**All above are about: Increasing the tourism sector's contribution to inclusive economic growth (i.e. outcome), thus contributing to Economic Transformation and Job Creation (Government Priority 2).**



## 7. THE STRATEGY (WHERE WE MUST INTERVENE / WHERE WE MUST EFFECT CHANGE)

Key change enablers that must be in place to ensure that the 6<sup>th</sup> Administration objectives for a capable and ethical state are met include:

- 1) **Strategic Leadership** - Visionary and transformational leaders that are able to clearly articulate the vision of the department to achieve government outcomes, and provide leadership through all stages of transition in the ever changing operating landscape of the department.
- 2) **Management (systems)** - Proper systems, processes and procedures that ensures the achievement of good performance, and help to maintain the highest standards of governance to achieve effective, efficient, economic and equitable service delivery.
- 3) **Human Resources** - capacitation, empowerment and motivation of all staff.
- 4) **Governance** - Effective governance (processes and structures of the organisation and as part of the oversight function).
- 5) **Technology** (digital transformation).
- 6) A **collaborative approach** through Stakeholder Engagement and customer focus (internal; intra; entity; intergovernmental relations; private sector).

**All above are about: Achieving good corporate and cooperative governance (i.e. outcome), thus contributing to Capable, Ethical and Developmental State (Government Priority I).**



## 7.THE STRATEGY (WHERE WE MUST INTERVENE /WHERE WE MUST EFFECT CHANGE)

Key change enablers that must be in place to ensure that the 6<sup>th</sup> Administration objectives for a capable and ethical state are met include:

- 7) **Monitoring and Evaluation** - To provide information on key aspects of how the department is operating and the extent to which its objectives are attained, through periodic checks conducted to check the direction towards achieving the set targets.
- 8) **Strategic Communication** - capacity to communicate effectively with stakeholders, and focus on people-centred development through implementation of awareness drives, profiling the services and programmes of the department; and mobilising community and stakeholder support and participation in the department's initiative.
- 9) **Ethics** - governing in a manner that supports the creation of an ethical culture and integrity, transparency and accountability.

**All above are about: Achieving good corporate and cooperative governance (i.e. outcome), thus contributing to Capable, Ethical and Developmental State (Government Priority I).**



## 8. CONTRIBUTION OF CHANGE ENABLERS TOWARDS THE ACHIEVEMENT OF MANDATE (OUTCOMES) TO THE ACHIEVEMENT OF THE IMPACT

- The contribution of tourism in the economy is measured by **jobs created, GDP contributed and revenue generated** from tourism activity. In the SA, this growth should be underpinned by principles of **inclusivity to drive sector transformation**. Tourism's performance is largely driven by the size and nature of demand (number of tourists and how much they spend in the country). The **experience** of the tourists is a key factor in success of the destination. Tourists' experience affects the destination's reputation. The experience is a factor of **quality in both offerings and services**. Effective quality management is therefore essential for the destination's competitiveness. As a service industry, tourism growth is enabled by **memorable experiences and enhanced visitor experience. Safety and security** of visitors impact significantly to their experience and the reputation of the destination. More than any other economic activity, the success or failure of a tourism destination depends on being able to provide a safe and secure environment for visitors.
- The outputs related to diversity of offering, capacity building and skills development are intended to affect positively the tourist experience, in turn affecting the destination's reputation, increasing volumes and spend. This will result in the increase of the tourism sector's contribution to economic growth. The **transformative interventions**, particularly SMME development and incentives, will contribute to **expanding participation, and achieving inclusivity**.



## 9. MEASURING OUR PERFORMANCE: IMPACT STATEMENT, OUTCOMES, OUTCOMES INDICATORS, BASELINES AND FIVE YEAR TARGETS

### **Impact Statement:**

Tourism to and within South Africa grows and increasingly contributes to GDP, job creation, inclusive economic participation, and is enjoyed by all South Africans.



## 10. OUTCOMES AND FIVE YEAR TARGETS

Outcome	MTSF Priority	MTSF Outcomes	Outcome Indicator	Baseline	Five-year target
Increase the tourism sector's contribution to inclusive economic growth.	<b>Priority 7:</b> A better Africa and the World.	Growth in tourism sector resulting in economic growth.	Increase in international tourist arrivals.	10.4 million in 2019.	Increase international tourist arrival with 6% annually by 2024.
	<b>Priority 2:</b> Economic transformation and job creation.	Re-industrialisation of the economy and emergence of globally competitive sectors.	Increase in the number of domestic holiday trips.	7.1 million domestic holiday trips in 2019.	10 million domestic holiday trips.
			Percentage increase in capital investment in tourism.	2.88% increase in capital investment in tourism in 2019.	2.50% increase in capital investment per annum by 2024.
			Percentage increase in tourism's direct contribution to employment.	3.19% tourism's direct employment increase in 2019.	Tourism's direct employment increase by a rate of 2.67% per annum by 2024.



## 10. OUTCOMES AND FIVE YEAR TARGETS ... CONTINUED

Outcome	MTSF Priority	MTSF Outcomes	Outcome Indicator	Baseline	Five-year target
Increase the tourism sector's contribution to inclusive economic growth.	<b>Priority 2:</b> Economic transformation and job creation.	Re-industrialisation of the economy and emergence of globally competitive sectors.	Percentage growth in tourism's direct contribution to the GDP.	4.53% growth in tourism's direct contribution to the GDP in 2019.	3.23% growth in tourism's direct contribution to the GDP per annum by 2024.
			Maintain or improve ratings in the Competitiveness Index.	SA ratings in the 2019 WEF Travel and Tourism Competitiveness rankings.	SA ratings improved in the 2021 WEF Competitiveness Index.
			Increase diversification of South Africa's product offering.	Currently, there is no reliable information on the level of diversity to use as a baseline.	Set baseline by 2021.



## 10. OUTCOMES AND FIVE YEAR TARGETS ... CONTINUED

Outcome	MTSF Priority	MTSF Outcomes	Outcome Indicator	Baseline	Five-year target
Increase the tourism sector's contribution to inclusive economic growth.	<b>Priority 2:</b> Economic transformation and job creation.	Re-industrialisation of the economy and emergence of globally competitive sectors.	Improved transformation levels in the sector in terms of management control, skills development, enterprise and supplier development and socio-economic development.	Management control – 18.64.	20.00
				Skills development – 14.68.	25.00
				Enterprise and supplier development – 11.30.	50.00
				Socio-economic development – 2.34.	5.00





## 10. OUTCOMES AND FIVE YEAR TARGETS ... CONTINUED

Outcome	MTSF Priority	MTSF Outcomes	Outcome Indicator	Baseline	Five-year target
Achieve good corporate and cooperative governance.	<b>Priority I:</b> Capable, ethical and developmental State.	Improved governance and accountability.	Audit outcomes on financial and non-financial performance.	2018/19 Audit outcome – qualified.	Unqualified audit outcomes.
		Functional, efficient and integrated Government.	High standard of professional ethics promoted and maintained.	Implementation of the departmental integrity management programme (including management of gifts, anti-corruption, code of conduct, remunerative work outside of public service, doing business with the State, financial disclosures).	100% implementation of all initiatives to promote integrity and ethical conduct (including management of gifts, anti-corruption, code of conduct, remunerative work outside of public service, doing business with the State, financial disclosures).

## II. VISION AND MISSION

<b>Vision</b>	Leading sustainable tourism development for inclusive economic growth in South Africa.
<b>Mission</b>	<p>To grow an inclusive and sustainable tourism economy through:</p> <ul style="list-style-type: none"><li>• good corporate and cooperative governance;</li><li>• strategic partnerships and collaboration;</li><li>• innovation and knowledge management; and</li><li>• effective stakeholder communication</li></ul>



## 12. VALUES

<b>Performance Values</b>	<ul style="list-style-type: none"><li>• <b>Innovative:</b> Leveraging of resources and partnerships to optimise delivery to our stakeholders, and being responsive to change.</li><li>• <b>Ethical (good corporate governance):</b> Encapsulating the principles of integrity, transparency and accountability.</li><li>• <b>Customer focus:</b> Providing services and solutions in a manner that is efficient, effective and responsive</li></ul>
<b>Organisational Values</b>	<ul style="list-style-type: none"><li>• <b>Empowerment:</b> Create an environment conducive to growth and development for our people.</li><li>• <b>Integrity:</b> Act with integrity by maintaining the highest standards for accountability, serving with respect, honesty and trustworthiness</li><li>• <b>Recognition:</b> Be an organisation that values its own people by ensuring fairness of systems and processes, being supportive as well as recognising and rewarding performance.</li></ul>



## 13. KEY RISKS

Outcome	Key Risk	Risk Mitigation
Increase the tourism sector's contribution to inclusive economic growth.	Inability to meet the Tourism B-BBEE Sector Code targets to facilitate radical economic transformation within tourism sector.	<ul style="list-style-type: none"> <li>Support the Tourism Transformation Charter Council of South Africa to be independent from the Department of Tourism.</li> <li>Establish mechanism for monitoring and reporting of sector transformation targets.</li> </ul>
	Inadequate infrastructure planning and implementation.	Create capacity to plan and implement infrastructure development projects.
	Inability to create an enabling legislative and regulatory environment for tourism development and growth.	Policy review on tourism promotion and development.
	Key markets' access to South Africa constrained due to limited aviation capacity especially following the COVID-19 pandemic.	Collaborate with the aviation sector to achieve an enabling air capacity strategy.
	Key markets' access to South Africa constrained due to limited visa processing capacity.	Collaborate with Home Affairs to achieve a world-class visa regime.
	Poor brand reputation, and potential visitors' perceptions about safety of destination South Africa.	<ul style="list-style-type: none"> <li>Develop policy directives to SA Tourism regarding strengthening of the destination brand.</li> <li>Collaborate with Police Services to improve safety for tourists.</li> <li>Develop and drive campaigns and messaging to promote domestic tourism locally and internationally.</li> </ul>



## 13. KEY RISKS ... CONTINUED

Outcome	Key Risk	Risk Mitigation
Increase the tourism sector's contribution to inclusive economic growth.	Decline in supply side products and services following the COVID-19 pandemic.	Participation in the development and implementation of the Tourism Recovery Plan.
	Negative effect of public health emergencies due to global outbreaks.	<ul style="list-style-type: none"> <li>• Strengthen performance of domestic market.</li> <li>• Collaborate with health authorities to ensure appropriate messaging about South Africa is communicated.</li> <li>• Engage Host Employers to health programmes to be implemented to foster customer confidence.</li> </ul>
	Negative impacts of climate change (including natural disasters).	<ul style="list-style-type: none"> <li>• Create awareness about vulnerability of Destination South Africa and necessary mitigations.</li> <li>• Drive responsible tourism for the sustainability of South Africa's unique attractions.</li> </ul>
	Negative impacts on the implementation of signed bilateral agreements due to global health outbreaks of pandemics such Covid-19.	Cooperate with counterparts to find solutions to deal with such conditions whilst contributing to the promotion and development of the tourism sector.
	Capacity of SA Tourism to fulfil their mandate.	Strengthen oversight on SA Tourism.



## 13. KEY RISKS ... CONTINUED

Outcome	Key Risk	Risk Mitigation
Achieve good corporate and cooperative governance.	Inadequate capacity for management of infrastructure and training projects.	Ensure availability of professional built environment expertise for departmental projects.
	Inadequate contract management.	<ul style="list-style-type: none"> <li>• Awareness on conclusion of quality contracts, vetting processes, Guarantees and Warranties.</li> <li>• Strengthen contract enforcement capacity.</li> <li>• Engage Service Providers to manage the completion of current contracts operating during COVID-19.</li> </ul>
	Inadequate project management.	<ul style="list-style-type: none"> <li>• Strengthen project management, monitoring and reporting capacity of project implementers.</li> <li>• Develop and implement systems for assessing project viability.</li> <li>• Develop and implement system for monitoring progress of projects.</li> </ul>
	Inadequate impact evaluation of COVID-19 on the tourism sector.	Build networks with tourism associations to cover all enterprises in the sector.
	Inadequate understanding of the supply-side of tourism.	Enforce the regulations by calling for information from tourism businesses, products and services to understand the entire supply-side of tourism.
	Monopoly and collusive practices by suppliers.	<ul style="list-style-type: none"> <li>• Monitor supplier pattern.</li> <li>• Encourage supplier rotation.</li> <li>• Supplier development initiatives.</li> </ul>
	Corruption	Strengthen internal controls and apply consequence management.



# **I 4. Programme Performance Information - APP**



# Programme I: Corporate Management

Branch provides strategic leadership, management and support services to the department.





## Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Unqualified annual audit on financial and non-financial performance				
<b>Output Indicator:</b> Audit outcome on financial statements and performance information				
Unqualified audit on financial statements and performance information	Financial and non-financial performance information submitted to the Auditor-General of South Africa (AGSA) and National Treasury (NT)	-	<ul style="list-style-type: none"> <li>• Implementation plan developed as per AGSA outcomes</li> <li>• Review of internal control measures</li> </ul>	-
<b>Output:</b> To attract and retain a capable and ethical workforce in a caring environment				
<b>Output Indicator:</b> Vacancy rate				
Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment



## Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> To attract and retain a capable and ethical workforce in a caring environment				
<b>Output Indicator:</b> Percentage compliance with equity targets in terms of departmental Employment Equity Plan				
Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment
Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation
Maintain minimum of 91,5% black representation	Maintain minimum of 91,5% black representation	Maintain minimum of 91,5% black representation	Maintain minimum of 91,5% black representation	Maintain minimum of 91,5% black representation



## Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Capacity development interventions to address identified skills gaps				
<b>Output Indicator:</b> Percentage implementation of Work Place Skills Plan (WSP) with defined targeted training interventions				
Development and 100% implementation of WSP for all employees	Development and 25% implementation of WSP for all employees	30% implementation of WSP for all employees	25% implementation of WSP for all employees	20% implementation of WSP for all employees
	Identify suitable leadership programmes for MMS and SMS to address skills gaps	Training undertaken for MMS and SMS Training undertaken for MMS and SMS Consultation with various stakeholders on the mentorship and coaching framework undertaken	Training undertaken for MMS and SMS	Training undertaken for MMS and SMS members identified for leadership programme



## Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Audit reports with recommendations as per the approved Internal Audit Plan <b>Output Indicator:</b> Percentage implementation of the annual internal audit plan				
100% implementation of the Annual Internal Audit Plan	30% implementation of the Annual Internal Audit Plan	30% implementation of the Annual Internal Audit Plan	30% implementation of the Annual Internal Audit Plan	10% implementation of the Annual Internal Audit Plan



## Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Approved 2020-2021 Departmental Communication Strategy				
<b>Output Indicator:</b> Percentage implementation of the annual Communication Strategy				
Communication Strategy for 2020/21 implemented	100% implementation of Quarter 1 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy	100% implementation of Quarter 2 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy	100% implementation of Quarter 3 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy	100% implementation of Quarter 4 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy
	Review priorities for the 2020/21 Annual Implementation Plan for the rest of the year	Review priorities for the 2020/21 Annual Implementation Plan for the rest of the year.	Review priorities for the 2020/21 Annual Implementation Plan for the rest of the year.	-



## Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Approved 2020-2021 Departmental Communication Strategy				
<b>Output Indicator:</b> Percentage implementation of the annual Communication Strategy				
Review 2021/22 Communication Strategy	-	-	-	<ul style="list-style-type: none"> <li>Review Communication Strategy for 2021/22</li> <li>Develop 2021/22 Annual Implementation Plan of the Communication Strategy</li> </ul>



# Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Departmental expenditure to contribute to the government's economic transformation agenda				
<b>Output Indicator:</b> 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 B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5
Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs
<b>Output Indicator:</b> Percentage of invoices paid within prescribed timeframes				
Payment of all compliant invoices 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 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 paid within 30 days, including SOEs and Municipalities.



# Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Promotion of reasonable access and gender equity				
<b>Output Indicator:</b> Number of initiatives implemented to promote reasonable access				
Eight initiatives implemented to promote reasonable access	-	i. Universal accessibility audit for Tourism House conducted	ii. Analyse and prioritise recommendations for implementation	-
	-	iii. Diversity and disability management session for supervisors of People with Disabilities (PWD) conducted	iv. Diversity and disability management sensitisation session for employees conducted	v. Profile Department's progress with disability management matters.
	vi. Finalise Report to Department of Public Service and Administration (DPSA) on the Job Access Strategic Framework	-	vii. Convene Disability Management Forum	viii. Convene Disability Management Forum





# Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output Indicator:</b> Number of initiatives implemented to promote gender equity				
Eight initiatives implemented to promote gender equity	-	i. Implement departmental Women's Month Programme	ii. Implement departmental Men's Month Programme iii. Workshop on Gender-based Planning, Budgeting, Monitoring and Evaluation Framework	iv. Develop a 2021/22 Gender Forum, Programme of Action
	v. Finalise Report to DPSA on the Gender Equality Strategic Framework	vi. Convene Departmental Gender Forum	-	vii. Convene Departmental Gender Forum
	<b>viii. Finalise Sexual Harassment Policy:</b>			
	-	<ul style="list-style-type: none"> <li>Sexual Harassment Policy drafted</li> <li>Consultation on the Sexual Harassment Policy undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Approval for the Sexual Harassment Policy</li> <li>Gender equality dialogue conducted</li> </ul>	<ul style="list-style-type: none"> <li>Awareness raising on gender-based violence conducted</li> <li>Internal capacity building on gender mainstreaming conducted</li> </ul>

# Programme I: Corporate Management Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Achieve good corporate governance				
<b>Output Indicator:</b> Number of initiatives implemented to promote integrity and ethical conduct				
11 initiatives implemented to promote integrity and ethical conduct:	i. Revise Risk Management Committee (RMC) Charter to strengthen ethics management functions.	ii. Review the gift policy for the Department	iii. Implement programme to recognise International Anti-corruption Day (anti-corruption session; article, awareness raising material).	iv. Workshop on the Public Service Code of Conduct
	v. Manage other remunerative work applications for the quarter and report to RMC	vi. Manage other remunerative work applications for the quarter and report to RMC	vii. Manage other remunerative work applications for the quarter and report to RMC	viii. Manage other remunerative work applications for the quarter and report to RMC
	ix. Submit 2019/20 financial interest disclosure for Senior Management to PSC	x. Support MMS and designated officials in submitting 2019/20 financial interest disclosures	xi. Verification of disclosed financial interest by MMS and designated employees	-



# Programme 2

## Tourism Research, Policy and International Relations

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



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Monitoring and evaluation reports on tourism projects and initiatives				
<b>Output Indicator:</b> Number of Monitoring and Evaluation Reports produced				
<b>Nine Monitoring and Evaluation reports produced:</b>				
1. Four Tourism Quarterly Performance Reports	Tourism Quarterly Performance Report developed	Tourism Quarterly Performance Report developed	Tourism Quarterly Performance Report developed	Tourism Quarterly Performance Report developed
2. Two Reports on the Impact Evaluation of COVID-19 on the tourism sector	<ul style="list-style-type: none"> <li>• Terms of Reference (ToR) for the survey / study developed</li> <li>• Suitable service provide appointed</li> <li>• Project Plan developed</li> </ul>	First report on the impact evaluation of COVID19 on tourism developed		Second report on the impact evaluation of COVID19 on tourism developed
3. 2019/20 NTSS Implementation Report developed	Framework for the 2019/20 NTSS Implementation Report reviewed	Data collection for the 2019/20 NTSS Implementation Report	Draft 2019/20 NTSS Implementation Report developed	2019/20 NTSS Implementation Report developed



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Monitoring and evaluation reports on tourism projects and initiatives				
<b>Output Indicator:</b> Number of Monitoring and Evaluation Reports produced				
<b>Nine Monitoring and Evaluation reports produced ... continued</b>				
4. Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation of the impact developed	Monitoring report on the implementation of the Tourism Relief Fund developed	Monitoring report on the implementation of the Tourism Relief Fund developed	Report on the preliminary impact evaluation of the Tourism Relief Fund on tourism enterprises developed	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation report developed
5. 2018/19 STR finalised and published. • Draft 2019/20 STR developed	• Draft 2018/19 STR updated • STR Framework Reviewed and consulted with stakeholders	• 2018/19 STR Finalised • Data collection for 2019/20 STR commence	• 2018/19 STR Published • Data collection for 2019/20 STR continues	Draft 2019/20 STR developed



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> System for tourism analytics				
<b>Output Indicator:</b> Number of systems developed for tourism analytics				
<b>One systems developed:</b>				
National Tourism Analytics System Framework developed	ToR for the development of the National Tourism Analytics System Framework developed	Literature review / research on Tourism Analytics System conducted	Concept document for the development of the National Tourism Analytics System Framework developed	National Tourism Analytics System Framework developed



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Initiatives facilitated for regional integration <b>Output Indicator:</b> Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development				
<b>Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development:</b>				
1. Policy Review on Quality Assurance Framework conducted	Substantive review and benchmarking conducted and draft Policy Options Report developed	Stakeholder Consultations on the outcomes of the initial review conducted	Integration of inputs and 2 <sup>nd</sup> draft Policy Options Report developed	Comprehensive Quality Assurance Options Report incorporating implications of each option finalised
2. Report on the regulations in respect of the National Tourism Information and Monitoring System (NTIMS Regulations)	Consultations on the approved NTIMS Regulations conducted	Progress Report on the implementation of NTIMS Regulations developed	Progress Report on the implementation of NTIMS Regulations developed	Report on the implementation of NTIMS Regulations developed



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Initiatives facilitated for regional integration <b>Output Indicator:</b> Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development				
<b>Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development ... continued:</b>				
3. Draft review of the Development and Promotion of Tourism in South Africa developed	<ul style="list-style-type: none"> <li>Gap analysis on the current Tourism White Paper and Identification of research areas</li> <li>ToR for the appointment of panel of experts and service provider</li> </ul>	Appointment of the panel of experts and service provider for the development of Tourism White Paper	Environment Scan conducted	Draft review of the Development and Promotion of Tourism in South Africa developed





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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Initiatives facilitated for regional integration <b>Output Indicator:</b> 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 (IORA Core Group on Tourism, SADC, G20 and AU)	Submit SA deliverables to the First meeting of <b>IORA Core Group on Tourism</b> in terms of its Work plan	Prepare and submit SA input into the <b>SADC Action Plan</b> for the SADC Tourism Programme 2020-2030	Prepare SA input on tourism as a means of sustainable development for <b>G20 Tourism Minister's Meeting</b>	Prepare and submit SA input into the feasibility study on the establishment of continental tourism organisation in terms of <b>AU's Plan of Action on Tourism</b>



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Initiatives facilitated for regional integration				
<b>Output Indicator:</b> Number of initiatives facilitated for regional integration.				
<b>Two initiatives facilitated for regional integration:</b>				
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 developed	Stakeholder consultation on concept document and Implementation Plan for the Best Practices Workshop 2021 conducted	Concept document and Implementation Plan for the Best Practices Workshop 2021 finalised	Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted
2. Report on the leveraging of tourism bilateral relations to advance national priorities developed	Quarterly report on bilateral relations to advance national priorities developed	Quarterly report on bilateral relations to advance national priorities developed	Quarterly report on bilateral relations to advance national priorities developed	Quarterly report on bilateral relations to advance national priorities developed



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

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Maintain Public entity oversight support <b>Output Indicator:</b> Number of SA Tourism oversight reports produced				
Four reports on governance and performance SA Tourism produced for oversight purposes	SA Tourism quarterly oversight report developed	SA Tourism quarterly oversight report developed	SA Tourism quarterly oversight report developed	SA Tourism quarterly oversight report developed



# Programme 3:

## Destination Development

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



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas <b>Output Indicator:</b> Number of destination planning and investment coordination initiatives undertaken				
<b>Four destination planning and investment coordination initiatives undertaken:</b>				
1. Institutional arrangements for budget resort network and brand finalised	Review of institutional arrangements for the budget resort network and brand	Institutional setup initiated	Institutional setup completed	Piloting the brand and network concept with key stakeholders initiated
2. Brand and network concept piloted with key stakeholders				



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas <b>Output Indicator:</b> Number of destination planning and investment coordination initiatives undertaken				
<b>Four destination planning and investment coordination initiatives undertaken ... continued:</b>				
3. Viability study for the new Rail Tourism model developed	RFQ for Survey on Rail Tourism approved	<ul style="list-style-type: none"> <li>• Service provider appoint to conduct survey</li> <li>• ToR for viability study approved</li> </ul>	<ul style="list-style-type: none"> <li>• Rail tourism survey report completed</li> <li>• Service provider for viability study appointed</li> </ul>	Framework for viability Study completed and circulated to stakeholders



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas <b>Output Indicator:</b> Number of destination planning and investment coordination initiatives undertaken				
<b>Four destination planning and investment coordination initiatives undertaken ... continued:</b>				
4. Development of tourism implementation plans through the District Development Model (DDM) in three pilots: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• Waterberg District</li> <li>• eThekweni Metro</li> </ul>	Preparatory coordination activities with sectoral partners initiated	Preparatory coordination activities with sectoral partners completed	Coordinate development of district tourism plans	Implementation for the development of tourism through the (DDM) in three pilots completed



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas				
<b>Output Indicator:</b> Number of destination enhancement initiatives supported				
<b>Four destination enhancement initiatives supported:</b>				
1. The Dinosaur Interpretation Centre Exhibition construction continued	Virtual project management meeting with SANParks on the Dinosaur Interpretation Centre Exhibition construction	Virtual project management meeting with SANParks on the Dinosaur Interpretation Centre Exhibition construction	Quarterly report on the implementation of construction works for Dinosaur Interpretation Centre submitted	Implementation status report on the continuation of construction for the Dinosaur Interpretation Centre Exhibition completed
2. Infrastructure maintenance programme implemented in three national parks according to project plans for each: • Marakele • Addo • Karoo National Parks	Virtual meeting with SANParks on the infrastructure maintenance programme in three national parks undertaken	Virtual meeting with SANParks on the infrastructure maintenance programme in three national parks undertaken	Infrastructure maintenance work 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



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas <b>Output Indicator:</b> Number of destination enhancement initiatives supported				
<b>Four destination enhancement initiatives supported ... continued:</b>				
3. Draft Project Concepts developed for five community-based tourism projects at: <ul style="list-style-type: none"> <li>• Numbi Gate</li> <li>• Nandoni Dam</li> <li>• Tshathogwe Game Farm</li> <li>• Mtititi Game Farm</li> <li>• Mapate Recreational Social Tourism Facility</li> </ul>	Desktop Research on five community-based tourism projects completed at: <ul style="list-style-type: none"> <li>• Numbi Gate</li> <li>• Nandoni Dam</li> <li>• Tshathogwe Game Farm</li> <li>• Mtititi Game Farm</li> <li>• Mapate Recreational Social Tourism Facility</li> </ul>	Finalise TOR for appointment of Service provider to develop project concepts for five community-based tourism projects at: <ul style="list-style-type: none"> <li>• Numbi Gate</li> <li>• Nandoni Dam</li> <li>• Tshathogwe Game Farm</li> <li>• Mtititi Game Farm</li> <li>• Mapate Recreational Social Tourism Facility</li> </ul>	Appointment of service provider to develop project concepts for five community-based tourism projects at: <ul style="list-style-type: none"> <li>• Numbi Gate</li> <li>• Nandoni Dam</li> <li>• Tshathogwe Game Farm</li> <li>• Mtititi Game Farm</li> <li>• Mapate Recreational Social Tourism Facility</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Consultations undertaken</li> <li>• Draft Project Concepts developed for five community-based tourism projects at:               <ul style="list-style-type: none"> <li>• Numbi Gate</li> <li>• Nandoni Dam</li> <li>• Tshathogwe Game Farm</li> <li>• Mtititi Game Farm</li> <li>• Mapate Recreational Social Tourism Facility</li> </ul> </li> </ul>



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas				
<b>Output Indicator:</b> Number of destination enhancement initiatives supported				
<b>Four destination enhancement initiatives supported ... continued:</b>				
4. Needs assessment and recommendations for Product Enhancement at 5 Local Community Museums developed: <ul style="list-style-type: none"> <li>• Anton Lembede Museum Ethekewini Municipality (KZN)</li> <li>• McGregor Museum (NC)</li> <li>• AmaHlubi Cultural Heritage (KZN)</li> <li>• Sol Plaatjie Museum (NW)</li> <li>• Lehurutshe Liberation Heritage Museum (NW)</li> </ul>	<ul style="list-style-type: none"> <li>• Desktop research on Product Enhancement at 5 Local Community Museums undertaken</li> <li>• Stakeholder discussions and Virtual Meeting initiated</li> <li>• Quarterly Progress Report developed</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary Assessment of needs for Product Enhancement undertaken</li> <li>• Stakeholder discussions and Virtual Meeting undertaken</li> <li>• Quarterly Progress Report developed</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of needs for Product Enhancement undertaken</li> <li>• Stakeholder discussions undertaken</li> <li>• Quarterly Progress Report developed</li> </ul>	Needs assessment and recommendations for Product Enhancement at 5 Local Community Museums developed.



## Programme 3: Destination Development Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas <b>Output Indicator:</b> Number of work opportunities created through Working for Tourism projects				
2500 Work Opportunities created	0 Work Opportunities created	0 Work Opportunities created	875 Work Opportunities created	1625 Work Opportunities created



# **Programme 4:**

## **Tourism Sector Support Services**

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



## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Programmes aimed at stimulating domestic tourism implemented				
<b>Output Indicator:</b> Number of initiatives implemented to stimulate domestic tourism				
<b>One initiative implemented to stimulate domestic tourism growth:</b>				
Implementation of the Domestic Tourism Scheme	Formalise agreements with the appointed service provider(s) to outline the implementation of the scheme	Domestic Tourism Scheme implemented	Domestic Tourism Scheme implemented	Domestic Tourism Scheme implemented



## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Increased participation of the SMMEs in the Tourism Sector for inclusive economic growth				
<b>Output Indicator:</b> Number of initiatives implemented to support tourism SMMEs				
<b>Two initiatives implemented to support tourism SMMEs:</b>				
<b>I. Implementation of five incubators:</b>				
i. Manyeleti Tourism Incubator	Service Level Agreement (SLA) with service provider amended (to provide for response to sector needs as a result of the effects COVID-19 Pandemic)	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Annual Progress Report on Manyeleti Tourism Incubator developed
ii. Phalaborwa Tourism Incubator	Service Level Agreement (SLA) with service provider amended (to provide for response to sector needs as a result of the effects COVID-19 Pandemic)	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Annual Progress Report on Phalaborwa Tourism Incubator developed



## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Increased participation of the SMMEs in the Tourism Sector for inclusive economic growth				
<b>Output Indicator:</b> Number of initiatives implemented to support tourism SMMEs				
<b>Two initiatives implemented to support tourism SMMEs:</b>				
<b>I. Implementation of five incubators ... continued:</b>				
iii. Mier Tourism Incubator	Service Level Agreement (SLA) with service provider amended (to provide for response to sector needs as a result of the effects COVID-19 Pandemic)	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Annual Progress Report on Mier Tourism Incubator developed
iv. Technology Innovation Incubator	Recruitment of programme beneficiaries.	Enterprise diagnostic needs assessment and growth path developed.	Monitor the delivery of business development services implemented	Annual performance report on the Technology Incubator developed.
v. Tour Operator Incubator	Recruitment of programme beneficiaries undertaken – based on assessment of needs as related to COVID-19 Recovery	Enterprise diagnostic needs assessment and growth path developed	Monitor the delivery of business development services	Annual performance report on the Tour Operator Incubator developed



## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Increased participation of the SMMEs in the Tourism Sector for inclusive economic growth				
<b>Output Indicator:</b> Number of initiatives implemented to support tourism SMMEs				
<b>Two initiatives implemented to support tourism SMMEs ... continued:</b>				
2. Empower youth trained in food services to become owners and operators in the food services business (including virtual platforms)	Concept to implement New Venture Creation Programme for youth in food services business (including virtual platforms) finalised	Service provider appointed to implement New Venture Creation Programme for Youth in food services business (including virtual platforms)	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) implemented





## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Increased participation of women in the tourism sector to drive inclusive economic growth				
<b>Output Indicator:</b> Number of initiatives implemented to increase participation of women in the tourism sector				
<b>Two initiatives implemented to increase participation of women in the tourism sector:</b>				
1. Implement WiT Enterprise Development Programme for up to 25 women in each of the nine provinces	<ul style="list-style-type: none"> <li>Launch WiT Enterprise Development Programme.</li> <li>Finalise selection of up to 25 women beneficiaries in each of the nine provinces to participate in the Enterprise Development Programme</li> </ul>	WiT Enterprise Development Programme implemented in nine provinces	WiT Enterprise Development Programme implemented in nine provinces.	Close out report for WiT Enterprise Development Programme developed.
2. Implement UNWTO WiT Pilot Project in Limpopo	Terms of Reference to develop Pilot Business Plan finalised	<ul style="list-style-type: none"> <li>Advertise and appoint a service provider to develop Baseline and Implementation Plan for UNWTO WiT Pilot Project in Limpopo.</li> <li>Agreements with the appointed service provider(s) to outline the implementation of Year 1 of Pilot Project formalised</li> </ul>	UNWTO WiT Pilot Project in Limpopo implemented - Year 1	UNWTO WiT Pilot Project in Limpopo implemented - Year 1 Annual Report submitted to UNWTO

## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Prioritised programmes implemented in order to enhance visitor service and experiences				
<b>Output Indicator:</b> Number of programmes implemented to enhance visitor services and experience				
<b>Three programmes implemented to enhance visitor service and experiences:</b>				
I. 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 developed	Quarterly report on Tourists Complaints managed in line with the Regulation developed	Quarterly report on Tourists Complaints managed in line with the Regulation developed	Quarterly report on Tourists Complaints managed in line with the Regulation developed



## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Prioritised programmes implemented in order to enhance visitor service and experiences				
<b>Output Indicator:</b> Number of programmes implemented to enhance visitor services and experience				
<b>Three programmes implemented to enhance visitor service and experiences ... continued:</b>				
2. Implement service excellence with focus on customer centric approach using On - line round table discussions and media campaign	Quarterly report on implementation of Service Excellence (SE) – Customer Centric approach developed	Quarterly report on implementation of Service Excellence – Customer Centric approach developed	Quarterly report on implementation of Service Excellence – Customer Centric approach developed	Quarterly report on implementation of Service Excellence – Customer Centric approach developed
3. Awareness sessions with identified SE ambassador(s)	Conceptualisation of the guidelines and schedule on engagements for awareness finalised	Report on Endorsement of the guidelines and schedule by the stakeholders developed	Awareness sessions with identified Service Excellence ambassador(s) undertaken	Awareness sessions with identified Service Excellence ambassador(s) and report developed



## Programme 4: Tourism Sector Support Services Annual Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output: Support programme for tourism development in Local Government</b>				
<b>Output Indicator:</b> Number of initiatives to support tourism development in Local Government				
<b>Two initiatives to support tourism development in Local Government:</b>				
1. Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in three provinces	-	Local Government Tourism Peer Learning Network session for municipal practitioners hosted one province	Local Government Tourism Peer Learning Network session for municipal practitioners hosted in one province	Local Government Tourism Peer Learning Network session for municipal practitioners hosted in one province
2. Finalisation of 26 profiles in line with the District Development Model	Six District Profiles finalised	Seven District Profiles finalised	Seven District Profiles finalised	Six District Profiles finalised



## Programme 4: Tourism Sector Support Services Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Enhanced skills in the tourism sector				
<b>Output Indicator:</b> Number of capacity building programmes implemented				
<b>Five capacity building programmes:</b>				
1. One programme to capacitate tourist guides implemented	Recruitment and selection of learners from identified provinces undertaken	Orientation of learners undertaken	Programme to capacitate tourist guides implemented	Training to capacitate tourist guides finalised
2. Food Safety Quality Assurers programme implemented in nine provinces targeting 500 youth	Development of ToR in response to COVID - 19	Tender and appointment of service provider. advertised	Service provider appointed and induction learners undertaken	Food Safety Quality Assurers Programme implemented
3. Wine Service Training Programme (Sommelier) implemented targeting 252 youth	Wine Service Training Programme (Sommelier) implemented in 3 provinces: GP, KZN and WC	Completion of Wine Service Training Programme (Sommelier) Project.	Close-up report for Wine Service Training Programme (Sommelier) Project developed	Planning for the Wine Service Training Programme (Sommelier) for 2021 undertaken



## Programme 4: Tourism Sector Support Services Targets

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Enhanced skills in the tourism sector				
<b>Output Indicator:</b> Number of capacity building programmes implemented				
<b>Five capacity building programmes ... continued:</b>				
4. Hospitality Youth Programme (HYP) on Food & Beverages implemented in the nine provinces targeting 1 000 youth	HYP implemented utilising e-learning	Quarterly Report on the implementation of the HYP done	Report on the implementation of the HYP	Report on the implementation of the HYP
5. Twenty black Women enrolled in Executive Development Programme for WiT	Recruitment and Selection of candidates commenced	Recruitment and Selection of candidates continued and SLA signed with an institution of higher learning	Selection of candidates for training finalised	Training of 20 black women undertaken at an institution of higher learning



## Programme 4: Tourism Sector Support Services Targets ... continued

2020/21 Annual Target	2020/21 Quarterly Targets			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Output:</b> Enhanced skills in the tourism sector <b>Output Indicator:</b> Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development <b>One initiative to create an enabling policy and regulatory environment for tourism growth and development:</b>				
Development of the Tourism Environmental Implementation Plan (TEIP) for 2020 - 2025	Appointment of Service Provider to develop the TEIP	Status quo report on environmental performance of the tourism sector.	Develop the TEIP	TEIP approved



# 15. Financial Information





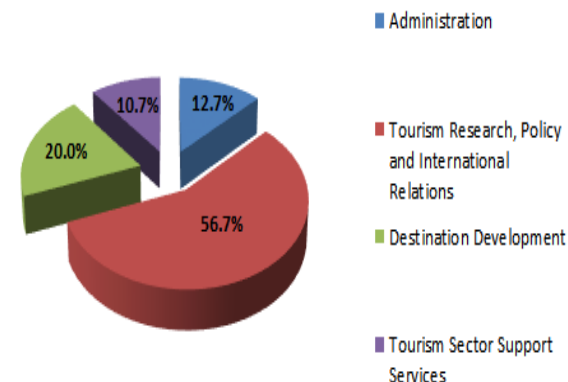
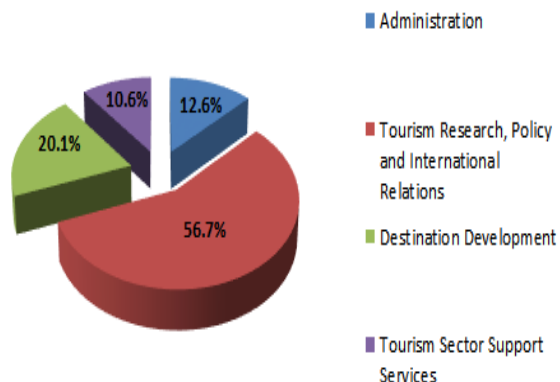
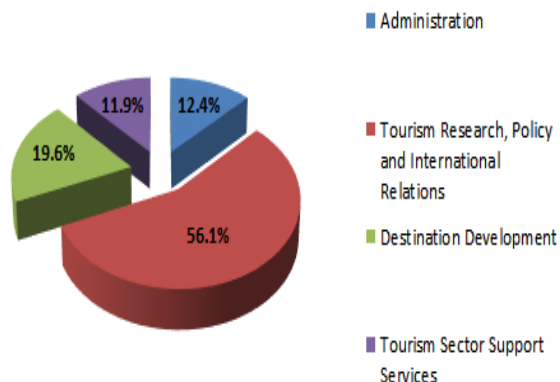
# DEPARTMENTAL MTEF BASELINE (PER PROGRAMME)

Programme	2019/20	% of Total	2020/21	% of Total	2021/22	% of Total	2022/23	% of Total
	R'000		R'000		R'000		R'000	
Administration	295,874	12.4%	308,593	12.4%	327,021	12.6%	340,479	12.7%
Tourism Research, Policy and International Relations	1,331,053	55.6%	1,391,382	56.1%	1,465,781	56.7%	1,522,681	56.7%
Destination Development	463,297	19.4%	485,897	19.6%	519,074	20.1%	537,609	20.0%
Tourism Sector Support Services	302,446	12.6%	295,112	11.9%	274,330	10.6%	286,971	10.7%
<b>TOTAL</b>	<b>2,392,670</b>		<b>2,480,984</b>		<b>2,586,206</b>		<b>2,687,740</b>	

2020/21

2021/22

2022/23



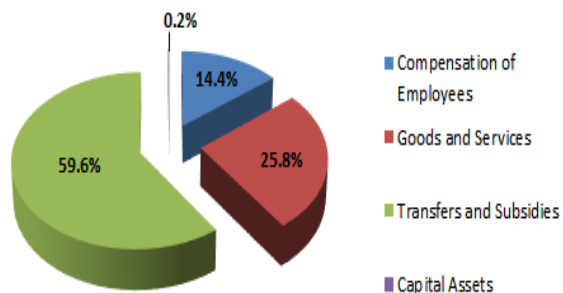
Departmental Strategy (2021/22 - 2024/25) and Revised APP (2021/22 - 2022/23)



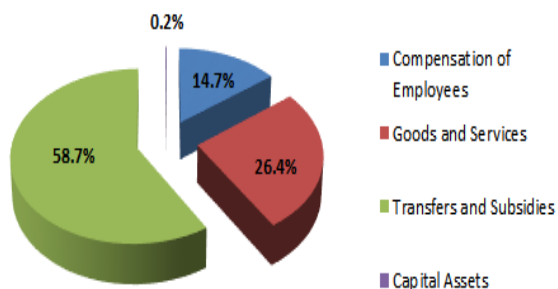
# DEPARTMENTAL MTEF BASELINE (ECONOMIC CLASSIFICATION)

Economic Classification	2019/20	% of Total	2020/21	% of Total	2021/22	% of Total	2022/23	% of Total
	R'000		R'000		R'000		R'000	
Compensation of Employees	334,372	14.0%	358,109	14.4%	381,394	14.7%	397,966	14.8%
Goods and Services	602,479	25.2%	640,561	25.8%	681,728	26.4%	706,225	26.3%
Transfers and Subsidies	1,434,512	60.0%	1,478,534	59.6%	1,519,098	58.7%	1,579,411	58.8%
Capital Assets	21,307	0.9%	3,780	0.2%	3,986	0.2%	4,138	0.2%
<b>TOTAL</b>	<b>2,392,670</b>		<b>2,480,984</b>		<b>2,586,206</b>		<b>2,687,740</b>	

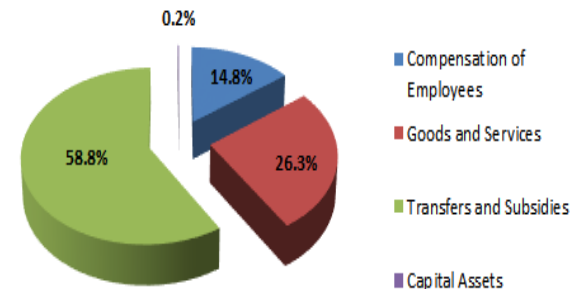
2020/21



2021/22



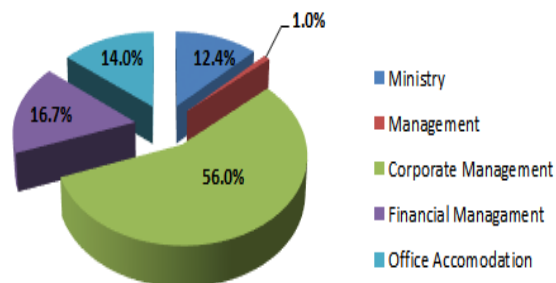
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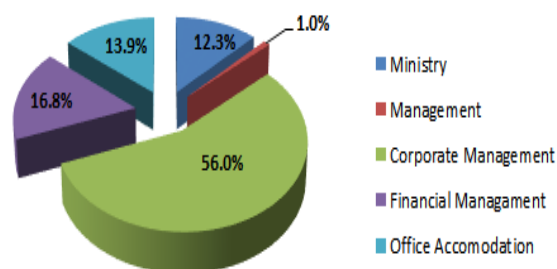
## MTEF BASELINE - PROGRAMME I: ADMINISTRATION (PER SUB-PROGRAMME)

Sub - Programme	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Ministry	30,786	10.4%	38,242	12.4%	40,351	12.3%	42,033	12.3%
Management	3,342	1.1%	3,053	1.0%	3,215	1.0%	3,350	1.0%
Corporate Management	180,675	61.1%	172,684	56.0%	182,994	56.0%	190,605	56.0%
Financial Managment	40,089	13.5%	51,405	16.7%	54,919	16.8%	57,192	16.8%
Office Accomodation	40,982	13.9%	43,209	14.0%	45,542	13.9%	47,299	13.9%
<b>TOTAL</b>	<b>295,874</b>		<b>308,593</b>		<b>327,021</b>		<b>340,479</b>	

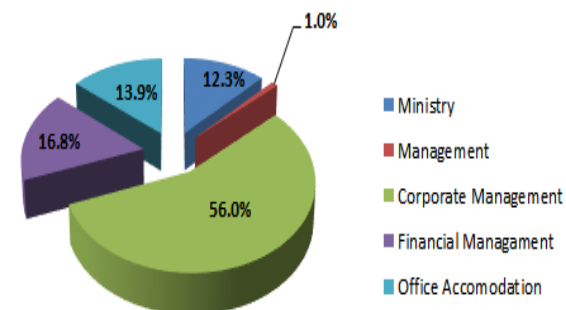
2020/21



2021/22



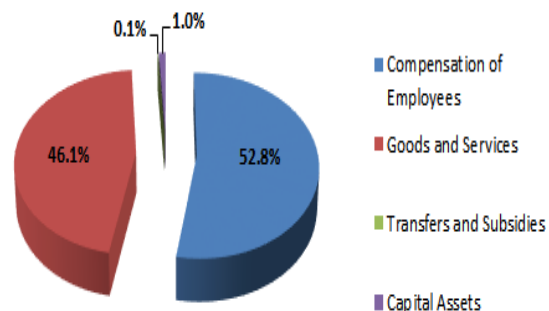
2022/23



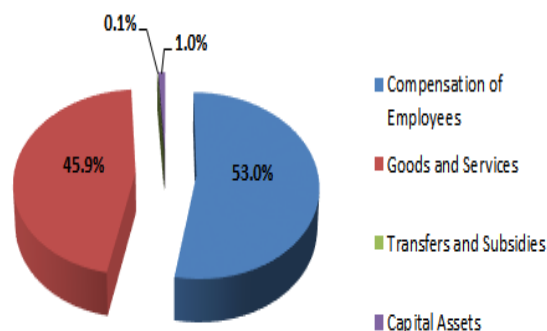
## MTEF BASELINE - PROGRAMME I: ADMINISTRATION (ECONOMIC CLASSIFICATION)

Economic Classification	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	151,010	51.0%	163,057	52.8%	173,348	53.0%	180,880	53.1%
Goods and Services	129,938	43.9%	142,281	46.1%	150,242	45.9%	156,038	45.8%
Transfers and Subsidies	4,537	1.5%	172	0.1%	181	0.1%	188	0.1%
Capital Assets	10,389	3.5%	3,083	1.0%	3,250	1.0%	3,373	1.0%
<b>TOTAL</b>	<b>295,874</b>		<b>308,593</b>		<b>327,021</b>		<b>340,479</b>	

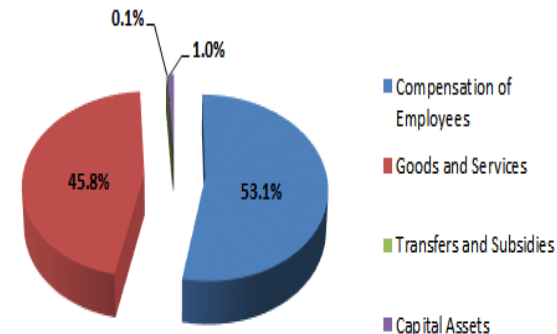
2020/21



2021/22



2022/23



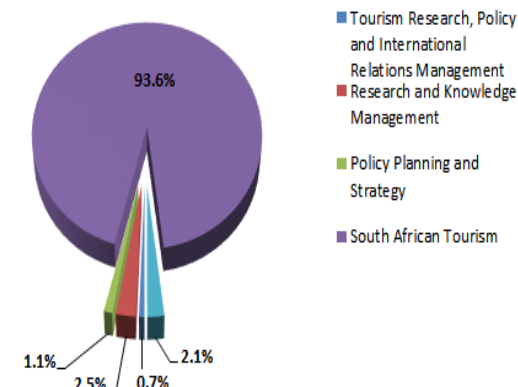
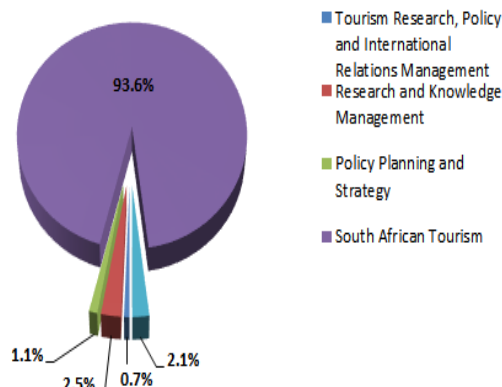
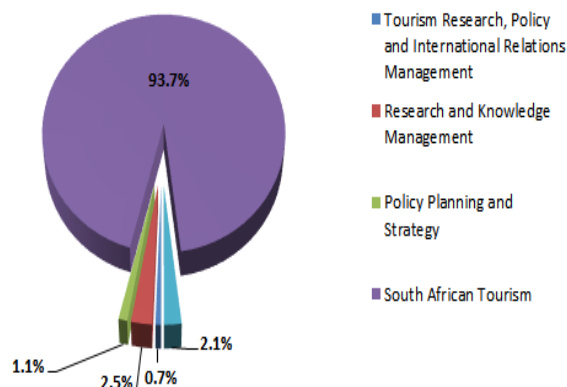
# MTEF BASELINE - PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (PER SUB-PROGRAMME)

Sub - Programme	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Tourism Research, Policy and International Relations Management	10,639	0.8%	9,142	0.7%	9,779	0.7%	10,186	0.7%
Research and Knowledge Management	28,101	2.1%	34,479	2.5%	36,569	2.5%	38,099	2.5%
Policy Planning and Strategy	12,868	1.0%	14,643	1.1%	15,540	1.1%	16,196	1.1%
South African Tourism	1,254,161	94.2%	1,304,306	93.7%	1,372,673	93.6%	1,425,682	93.6%
International Relations and Cooperation	25,284	1.9%	28,812	2.1%	31,220	2.1%	32,518	2.1%
<b>TOTAL</b>	<b>1,331,053</b>		<b>1,391,382</b>		<b>1,465,781</b>		<b>1,522,681</b>	

2020/21

2021/22

2022/23

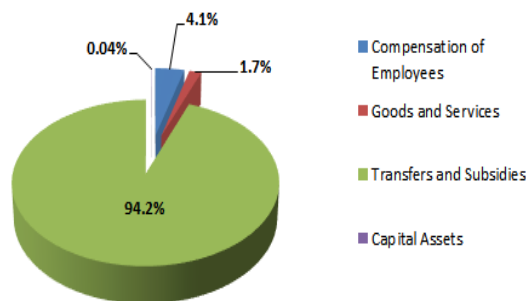


Departmental Strategy (2021/22 - 2024/25) and Revised APP (2021/22 - 2022/23)

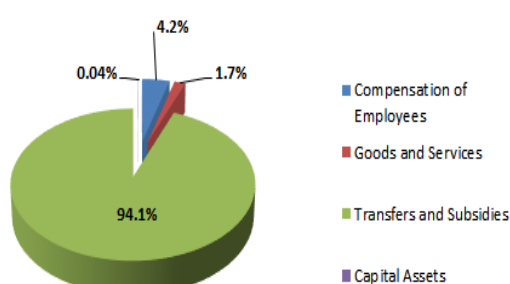
## MTEF BASELINE - PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (ECONOMIC CLASSIFICATION)

Economic Classification	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	46,925	3.5%	56,982	4.1%	61,309	4.2%	63,973	4.2%
Goods and Services	23,232	1.7%	23,564	1.7%	24,959	1.7%	25,922	1.7%
Transfers and Subsidies	1,260,415	94.7%	1,310,330	94.2%	1,378,978	94.1%	1,432,230	94.1%
Capital Assets	481	0.0%	506	0.04%	535	0.04%	556	0.04%
<b>TOTAL</b>	<b>1,331,053</b>		<b>1,391,382</b>		<b>1,465,781</b>		<b>1,522,681</b>	

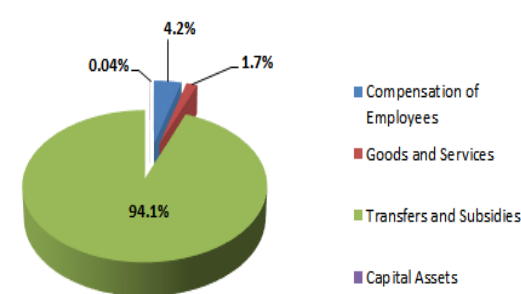
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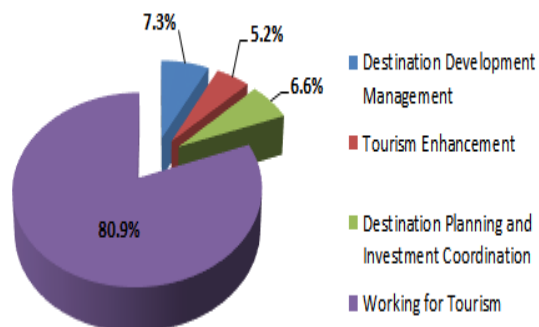
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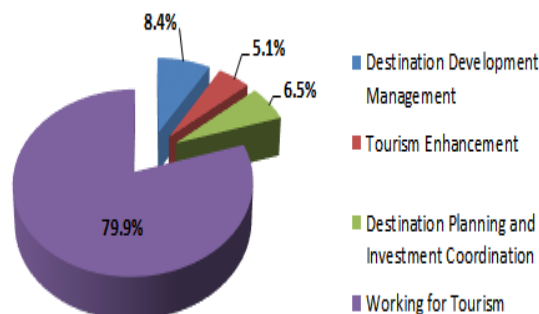
## MTEF BASELINE - PROGRAMME 3: DESTINATION DEVELOPMENT (PER SUB-PROGRAMME)

Sub - Programme	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Destination Development Management	38,965	8.4%	35,611	7.3%	43,591	8.4%	39,874	7.4%
Tourism Enhancement	23,333	5.0%	25,171	5.2%	26,715	5.1%	27,826	5.2%
Destination Planning and Investment Coordination	29,655	6.4%	31,901	6.6%	33,771	6.5%	35,173	6.5%
Working for Tourism	371,344	80.2%	393,214	80.9%	414,997	79.9%	434,736	80.9%
<b>TOTAL</b>	<b>463,297</b>		<b>485,897</b>		<b>519,074</b>		<b>537,609</b>	

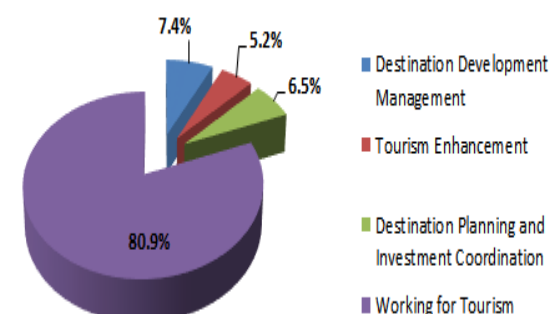
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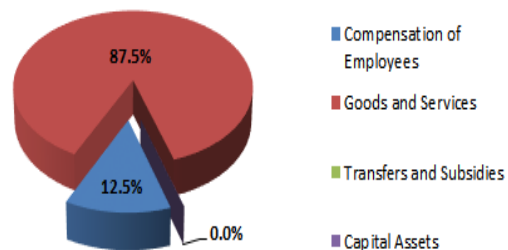




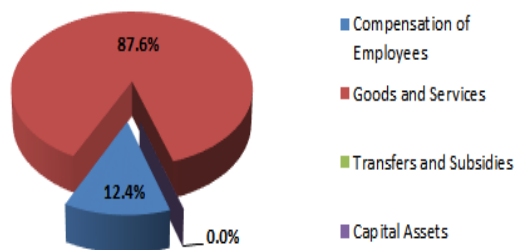
## MTEF BASELINE - PROGRAMME 3: DESTINATION DEVELOPMENT (ECONOMIC CLASSIFICATION)

Economic Classification	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	55,831	12.1%	60,577	12.5%	64,372	12.4%	67,169	12.5%
Goods and Services	397,225	85.7%	425,191	87.5%	454,567	87.6%	470,300	87.5%
Transfers and Subsidies	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Capital Assets	10,241	2.2%	129	0.0%	135	0.0%	140	0.0%
<b>TOTAL</b>	<b>463,297</b>		<b>485,897</b>		<b>519,074</b>		<b>537,609</b>	

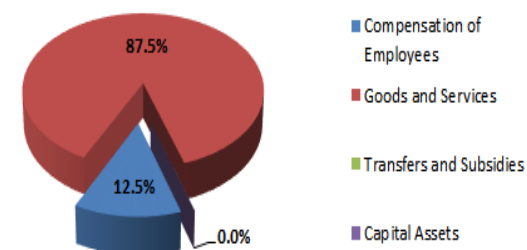
2020/21



2021/22



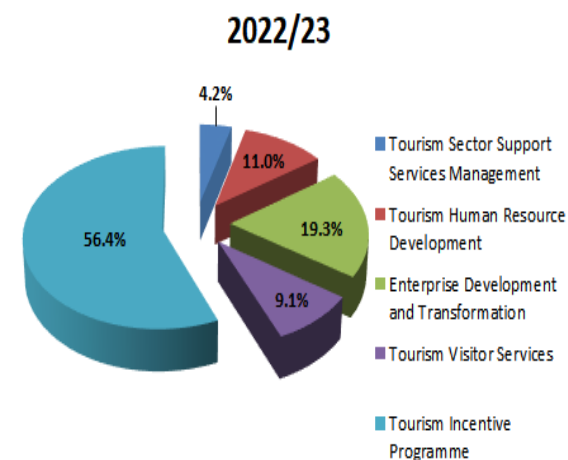
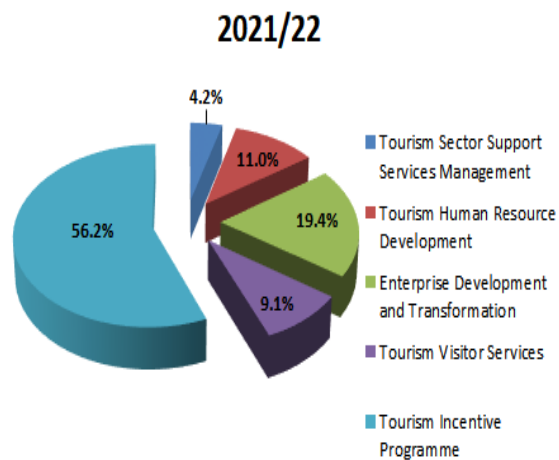
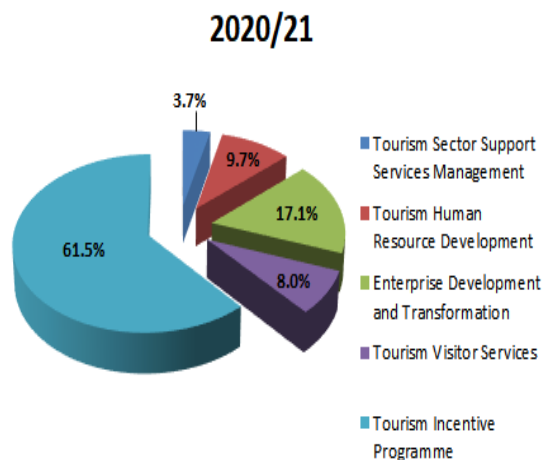
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## MTEF BASELINE - PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (PER SUB-PROGRAMME)

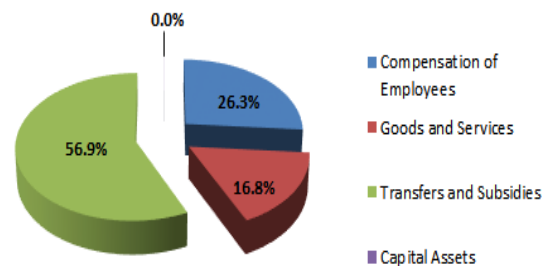
Programme	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Tourism Sector Support Services Management	11,893	3.9%	11,014	3.7%	11,617	4.2%	12,080	4.2%
Tourism Human Resource Development	27,890	9.2%	28,533	9.7%	30,291	11.0%	31,561	11.0%
Enterprise Development and Transformation	52,655	17.4%	50,563	17.1%	53,219	19.4%	55,382	19.3%
Tourism Visitor Services	24,875	8.2%	23,642	8.0%	25,071	9.1%	26,141	9.1%
Tourism Incentive Programme	185,133	61.2%	181,360	61.5%	154,132	56.2%	161,807	56.4%
<b>TOTAL</b>	<b>302,446</b>		<b>295,112</b>		<b>274,330</b>		<b>286,971</b>	



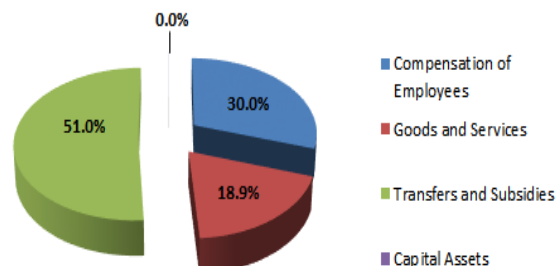
## MTEF BASELINE - PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (ECONOMIC CLASSIFICATION)

Economic Classification	2019/20	% of	2020/21	% of	2021/22	% of	2022/23	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	80,606	26.7%	77,493	26.3%	82,365	30.0%	85,944	29.9%
Goods and Services	52,084	17.2%	49,525	16.8%	51,960	18.9%	53,965	18.8%
Transfers and Subsidies	169,560	56.1%	168,032	56.9%	139,939	51.0%	146,993	51.2%
Capital Assets	196	0.1%	62	0.0%	66	0.0%	69	0.0%
<b>TOTAL</b>	<b>302,446</b>		<b>295,112</b>		<b>274,330</b>		<b>286,971</b>	

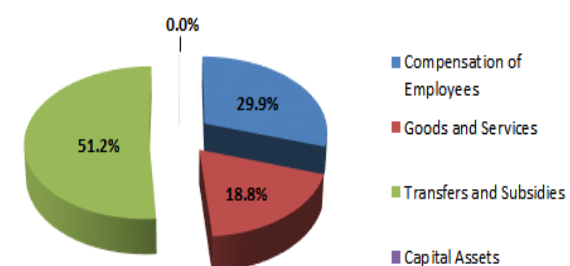
2020/21



2021/22



2022/23



## 16. ABBREVIATIONS AND ACRONYMS

AGSA	Auditor-General of South Africa	MTSF	Medium-Term Strategic Framework
APP	Annual Performance Plan	NC	Northern Cape
AU	African Union	NDP	National Development Plan
B-BBEE	Broad-Based Black Economic Empowerment	NT	National Tourism
COVID-19	Corona Virus Disease	NTIMS	National Tourism Information and Monitoring System
DDM	District Development Model	NTSS	National Tourism Sector Strategy
DPSA	Department of Public Service and Administration	NW	North West
EPWP	Expanded Public Works Programme	PwD	People with Disabilities
GDP	Gross Domestic Product	RfQ	Request for Quotation
GP	Gauteng Province	RMC	Risk Management Committee
HYP	Hospitality Youth Programme	SADC	Southern African Development Community
ILO	International Labour Organization	SE	Service Excellence
IORA	Indian Ocean Rim Association	SLA	Service Level Agreement
KZN	KwaZulu-Natal	SANParks	South African National Parks
M&E	Monitoring and Evaluation	SA Tourism	South African Tourism
MMS	Middle Management Services	SMME	Small, Medium and Micro Enterprises
MTEF	Medium-Term Expenditure Framework	SMS	Senior Management Service



## 16. ABBREVIATIONS AND ACRONYMS ... CONTINUED

SOEs	State-Owned Enterprises
SONA	State of the Nation Address
STR	State of Tourism Report
TBCSA	Tourism Business Council of South Africa
TEIP	Tourism Environmental Implementation Plan
TOR	Terms of References
UNWTO	United Nations World Tourism Organisation
WC	Western Cape
WEF	World Economic Forum
WfT	Working for Tourism
WHS	World Heritage Site
WiT	Women in Tourism
WSP	Workplace Skills Plan



# Thank You

