

Briefing to the Portfolio Committee on Tourism

2019/20 Quarterly Report – Quarter 4

Performance Report (Actual-not audited)

28 July 2020

broadening horizons



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



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I. Performance Overview



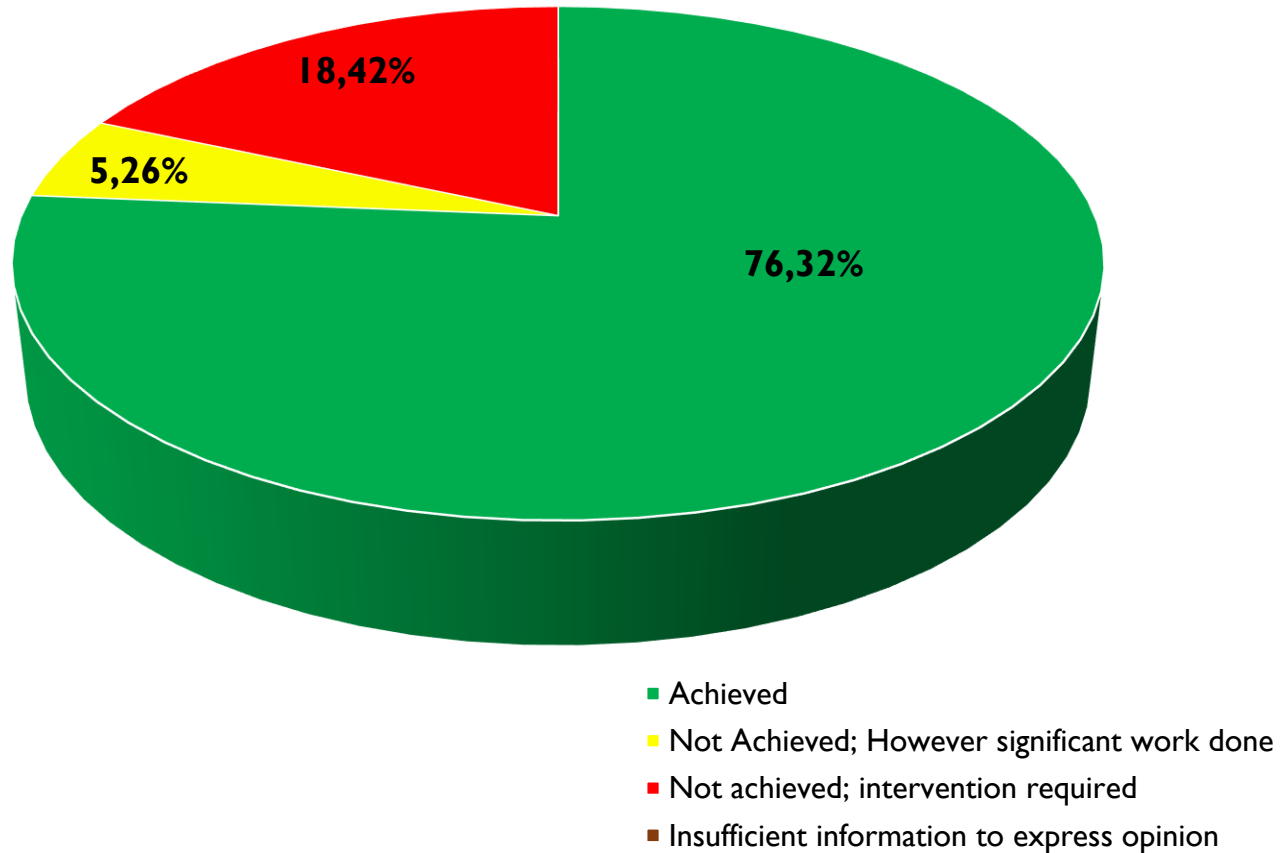
2019/20 Quarter 4 Performance (Actual)

Branches	Achieved	Not achieved; significant work done	Not achieved; intervention required	Insufficient information to express opinion
Corporate Management	77.78% (7 of 9)	22.22% (2 of 9)	0.00% (0 of 9)	0.00% (0 of 9)
Tourism Research, Policy and International Relations	90.91% (10 of 11)	9.09% (1 of 11)	0.00% (0 of 11)	0.00% (0 of 11)
Destination Development	88.89% (24 of 27)	3.70% (1 of 27)	7.41% (2 of 27)	0.00% (0 of 27)
Tourism Sector Support Services	58.62% (17 of 29)	0.00% (0 of 29)	41.38% (12 of 29)	0.00% (0 of 29)
Total	76.32% (58 of 76)	5.26% (4 of 76)	18.42% (14 of 76)	0.00% (0 of 76)



Summary of Overall Performance

2019/20 Quarterly Performance Overview – Quarter 4



2. Programme Performance Information



2.2 PROGRAMME 2

Tourism, Research, Policy and International Relations



Strategic objective: To create an enabling legislative and regulatory environment for tourism development and growth.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
I. Development of Policy framework to support SA Missions for tourism development and promotion.	Policy Framework for the SA Missions tourism promotion and facilitation support developed.	Policy framework for the SA Missions' tourism promotion and facilitation support developed.	Policy framework for the SA Missions' tourism promotion and facilitation support was developed.



Strategic objective: To provide knowledge services to inform policy, planning and decision making.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of monitoring and evaluation reports on tourism projects and initiatives developed.	Seven monitoring reports developed:		
	1. 2018/19 NTSS Implementation Report developed.	2018/19 National Tourism Sector Strategy Implementation Report finalised.	2018/19 National Tourism Sector Strategy Implementation Report was finalised.
	2. 2017/18 State of Tourism Report (STR) published.	No Target for Q4.	The 2017/18 STR was finalised and published in Quarter Two. Work commenced on drafting the next STR for 2018/19.
	3. Draft 2018/19 STR developed.	Draft 2018/19 STR developed.	Draft 2018/19 STR was developed.



Strategic objective: To provide knowledge services to inform policy, planning and decision making.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of monitoring and evaluation reports on tourism projects and initiatives developed.	Seven monitoring reports developed ... Continued:		
	4. Four Tourism Performance Reports developed (Quarterly).	Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance report was developed, on key indicators that are measured by the tourism sector to track its performance.
	One Impact evaluation report on departmental capacity building programme developed.	Final impact evaluation report developed.	Final Impact Evaluation Report was developed. The report covers the outcomes of the evaluation of human capacity development programmes implemented in the past five years by the department.



Strategic objective: To provide knowledge services to inform policy, planning and decision making.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Number of sub-systems developed and maintained for the National Tourism Information and Monitoring System.	Two sub-systems developed:		
	I. Database of black-owned products and services implemented (Go Live).	Database of black-owned products and services implemented (Go Live).	Database of black-owned products and services was implemented (Go Live). The database will enable the tourism sector to quantify the size, extent and variety of black-owned tourism businesses, services and products to inform its sector transformation and inclusive economic growth initiatives.



Strategic objective: To provide knowledge services to inform policy, planning and decision making.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Number of sub-systems developed and maintained for the National Tourism Information and Monitoring System.	Two sub-systems developed ... Continued:		
	2. Development of the Enterprise Development and Transformation Portal.	Enterprise Development and Transformation Portal implemented (“Go Live”).	The Enterprise Development and Transformation Portal was developed. The portal will provide a comprehensive online supplier marketplace to channel procurement expenditure to SMMEs in order to promote transformation and job creation within the tourism sector.



Strategic objective: To provide knowledge services to inform policy, planning and decision making

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of Information dissemination platforms hosted.	One Information dissemination platform: Tourism research seminar hosted.	The 2019/20 Tourism Research Seminar hosted.	The annual Tourism Research Seminar was not hosted as planned on 20 March 2020. However, all activities planned towards hosting the research seminar were undertaken. These included the invitation and the Programme which were distributed, 250 RSVPs (both online and manual) received from various stakeholders. Seminar presentations were disseminated through the research seminar webpage, and links were sent to those who confirmed attendance.



Strategic objective: To provide knowledge services to inform policy, planning and decision making.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of Information dissemination platforms hosted.	<p>One Information dissemination platform:</p> <p>Tourism research seminar hosted.</p>	The 2019/20 Tourism Research Seminar hosted ... Continued.	<p>Reason for Variance:</p> <p>The hosting of the annual Tourism Research seminar on 20 March 2020 coincided with the declaration of the National State of Disaster and associated national lockdown regulations that prohibited events attended by more than 100 people in order to mitigate against the spread of COVID-19 in the country.</p> <p>Corrective Measure:</p> <p>Research webinars will be conducted to disseminate research findings.</p>



Strategic objective: To provide knowledge services to inform policy, planning and decision making.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
5. Number of initiatives conducted to promote innovation in the tourism sector.	One initiative conducted to promote digitalisation in the tourism sector: Digitalisation Framework for the tourism sector developed.	Digitalisation Framework for the tourism sector developed.	Digitalisation Framework for the tourism sector was developed. The framework will then be consulted with key tourism stakeholders in order to inform the implementation of digital platforms across the tourism value chain.



Strategic objective: To enhance regional tourism integration.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Two initiatives facilitated for regional integration:		
	1. Best Practices Workshop targeting African countries and countries with whom Agreements were signed hosted.	Sharing of Best Practices Workshop hosted.	Sharing of Best Practices Workshop was hosted on 4-6 March 2020 in Gauteng. 13 countries and 35 delegates attended the workshop.
	2. Implementation of signed bilateral agreements and bilateral engagements.	Report on the implementation of prioritised areas in the signed bilateral agreements developed.	Report on the implementation of prioritised areas in the signed bilateral agreements was developed.



2.3 PROGRAMME 3

DESTINATION DEVELOPMENT



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
I. Number of destination planning and investment coordination initiatives undertaken.	Seven destination planning and investment coordination initiatives undertaken:		
	1. Tourism master plan for Port Nolloth to Hondeklipbaai finalised.	Tourism Master Plan for Port Nolloth to Hondeklipbaai finalised.	Tourism Master Plan for Port Nolloth to Hondeklipbaai was finalised.
	2. Tourism master plan for Sutherland to Carnarvon finalised.	Tourism Master Plan for Sutherland to Carnarvon finalised.	Tourism Master Plan for Sutherland to Carnarvon was finalised.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
I. Number of destination planning and investment coordination initiatives undertaken.	Seven destination planning and investment coordination initiatives undertaken ... Continued:		
	3. Tourism master plan for Orange River Mouth to Vioolsdrift finalised.	Tourism Master Plan for Orange River Mouth to Vioolsdrift finalised.	Tourism Master Plan for Orange River Mouth to Vioolsdrift was finalised.
	4. Tourism master plan for Port St Johns to Coffee Bay finalised.	Tourism Master Plan for Port St Johns to Coffee Bay finalised.	Tourism Master Plan for Port St Johns to Coffee Bay was finalised.
	5. Budget resort network and brand concept developed.	Budget resort network and brand concept developed.	Budget resort network and brand concept was developed.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
I. Number of destination planning and investment coordination initiatives undertaken.	Seven destination planning and investment coordination initiatives undertaken ... Continued:		
	6. Develop content and facilitate a session per Province for the implementation of the niche (township / rural) tourism development methodology.	Facilitation sessions held in 4 Provinces for the implementation of the niche (township/rural) tourism development methodology.	Facilitation sessions held in 4 Provinces for the implementation of the niche (township/rural) tourism development methodology were held from 18 November 2019 to 11 December 2019.
	7. A *pipeline of nationally prioritised tourism investment opportunities managed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities was developed.

***Note:** Through a consultative process involving all Provinces, a pipeline of projects has been identified for progressive implementation. The Department assists by evaluating project concepts, project packaging and promotion and facilitating discussion between project owners and potential investors at various investment platforms



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported:		
	1. Support the implementation of interpretative *signage in Kruger National Park.	Interpretative signage for the Kruger National Park developed.	Interpretative signage for the Kruger National Park was developed.
		Report on the implementation of interpretative signage in the Kruger National Park completed.	A report on the implementation of interpretative signage in the Kruger National Park was completed.
	2. Support the implementation of interpretative signage in Golden Gate Highlands National Park.	Interpretative signage for the Golden Gate Highlands National Park developed.	Interpretative signage for the Golden Gate Highlands National Park was developed.
		Report on the implementation of interpretative signage in Golden Gate Highlands National Park completed.	A report on the implementation of interpretative signage in Golden Gate Highlands National Park was completed.

Note: The Department provided funding support for tourism signage in 5 National Parks. This project involved the management, implementation of the design, production and installation of Tourism Interpretation Signage in the identified SANParks properties. Tourism interpretative signage tells the story of a particular site.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported:		
	3. Support the implementation of interpretative signage in Kgalagadi World Heritage Site (WHS).	Interpretative signage for the Kgalagadi WHS was developed.	Interpretative signage for the Kgalagadi WHS was developed.
		Report on the implementation of interpretative signage in the Kgalagadi WHS was completed.	A report on the implementation of interpretative signage in the Kgalagadi WHS was completed.



Strategic objective: To diversify and enhance tourism offerings

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported ... Continued:		
	4. Support the implementation of interpretative signage in the Marakele National Park.	Interpretative signage for the Marakele National Park developed.	Interpretative signage for the Marakele National Park was developed.
		Report on the implementation of interpretative signage in the Marakele National Park completed.	A report on the implementation of interpretative signage in the Marakele National Park was completed.
	5. Support the implementation of interpretative signage in the Addo Elephant National Park.	Report on the implementation of interpretative signage in Addo Elephant National Park.	A report on the implementation of interpretative signage in Addo Elephant National Park was developed.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported ... Continued:		
	6. Construction of the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) commenced.	Construction works for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) continued.	<p>Construction works for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) has not continued.</p> <p>Reason for Variance This project is implemented in partnership with the ECPTA. There were delays in appointment of a contractor due to delays in SCM processes. A contractor was appointed on 23 March 2020, but construction is yet to commence.</p> <p>Corrective Measure Construction works for Leopard Trail in Baviaanskloof (Cape Floral Region WHS) will commence once construction activity is permitted in terms of the risk adjusted strategy.</p>

Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported ... Continued:		
	7. Appointment of contractor for the construction of the Visitor Interpretation Centre (VIC) in Baviaanskloof (Cape Floral Region WHS).	Contractor appointed for the VIC in Baviaanskloof (Cape Floral Region WHS).	Contractor for the VIC in Baviaanskloof (Cape Floral Region WHS) was appointed.
	8. Construction for the Dinosaur Interpretation Centre at the Golden Gate Highlands National Park continued.	Final Report on the construction as per work schedule for the Dinosaur Interpretation Centre completed.	Final Report on the construction as per work schedule for the Dinosaur Interpretation Centre was completed.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported ... Continued:		
	9. Contractor appointed for Shangoni Gate.	Contractor appointed for Shangoni Gate.	<p>Contractor for Shangoni Gate was not appointed. However, road design was completed in quarter 3, and had to be revised after the flooding that happened during December 2019 / January 2020.</p> <p>Reason for Variance The engineer appointed to manage the project implementation resigned in February 2020, further affecting the finalisation of the ToR for appointment of the contractor. Thus, the target was not achieved.</p> <p>Corrective Measure A consulting Engineering firm has since been appointed in June 2020 to finalise the Bridge I designs and revise the Bill of Quantity. This team will finalise the TOR and appointment of the contractor.</p>

Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported ... Continued:		
	10. Input into the facilitation of statutory authorisations and approvals for the Phalaborwa Wild Activity Hub site.	Progress report on status of statutory requirements and intervention as necessary.	Progress report on status of statutory requirements and intervention as necessary was developed.
	11. Finalisation of designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative.	Finalisation of designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative.	Designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative were finalised.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported... Continued:		
	12. Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative.	Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative.	Designs for the Hole in the Wall (Eastern Cape) as a CMT initiative were finalised.
	13. Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative.	Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative.	Designs for the Orange River Mouth (Northern Cape) as a CMT initiative were finalised.



Strategic objective: To diversify and enhance tourism offerings.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of destination enhancement initiatives supported.	Fifteen destination enhancement initiatives supported... Continued:		
	14. Implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).	Support implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).	Implementation of the infrastructure maintenance works in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park) was supported.
	15. Implementation of the Tourism Blue Flag Programme to enhance South African beaches.	Monitoring the implementation of the Tourism Blue Flag Programme.	The implementation of the Tourism Blue Flag Programme was monitored.



Strategic objective: To create employment opportunities by implementing tourism projects.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Number of FTE jobs created through Working for Tourism projects.	4 331 Full Time Equivalent Jobs created.	1 517 Full Time Equivalent Jobs created.	<p>1 255 Full Time Equivalent Jobs were created.</p> <p>Reason for Variance EPWP Projects came to an end in Q4. Delays were also experienced in commencement of new training projects.</p> <p>Corrective Measure Look at measures to fast-track procurement processes of new projects.</p>



2.4 PROGRAMME 4

TOURISM SECTOR SUPPORT SERVICES



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
I. Number of awareness sessions hosted.	1. Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces.	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted.	One Local Government Tourism Peer Learning Network session for municipal practitioners was conducted in Boipatong Museum, Sharpeville, on 28 and 29 January 2020. The session for both days was attended by 74 representatives from West Rand City, Emfuleni, City of Johannesburg, Lesedi, Merafong, City of Tshwane, Gauteng Tourism Authority, Ekurhuleni Tourism Association, Ratanda Tourism Forum, Tourist Guides, etc. Some of the areas covered include Integrating tourism into municipal tourism frameworks and processes, Tourism funding, tourism safety.
	2. Tourism information sharing sessions on departmental programmes and services, hosted in four provinces.	Tourism Information sharing sessions on departmental programmes and services hosted in one provinces.	Tourism Information Sharing sessions on departmental programmes and services in one province were hosted in Modimolle, Limpopo Province on 11 March 2020. The presentations focused on Tourism funding / incentives (NEF, IDC), Development / Enterprise programmes.



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of incentivised programmes implemented.	Five incentive programmes implemented ... Continued:		
	I. Market Access Support Programme (MASP).	Applications and claims for MASP approved.	66 Applications were received and 32 were approved for the MASP through the following shows: <ul style="list-style-type: none"> • World Travel Market (WTM) Africa 2020. • Arabian Travel Market (ATM) 2020. • IMEX Frankfurt 2020. • Asia Pacific Trade Roadshow 2020.



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of incentivised programmes implemented.	Five incentive programmes implemented ... Continued:		
	2. Tourism Grading Support Programme (TGSP).	Discounts under the TGSP approved.	669 discounts under the TGSP were approved.
	3. Green Tourism Incentive Programme (GTIP).	Applications for the GTIP Programme approved.	12 Applications for the GTIP Programme were approved.



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of incentivised programmes implemented.	Five incentive programmes implemented ... Continued:		
	4. Tourism Transformation Fund (TTF).	Applications for the TTF approved.	<p>Applications for the TTF were not approved.</p> <p>Reason for Variance Many TTF projects are still at various stages of assessment and therefore could not be presented for approval.</p> <p>Corrective Measure Addressed this with executive of NEF during a meeting on 30 March 2020.</p>



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
2. Number of incentivised programmes implemented.	Five incentive programmes implemented ... Continued:		
	5. Tourism Equity Fund (TEF).	Applications for the TEF approved.	<p>Applications for the TEF were not approved. However, the concept document was finalised and approved.</p> <p>Reason for Variance The proposal was approved during the quarter under review and the window for applications could not be opened. Further inputs were also obtained for consideration in the programme.</p> <p>Corrective Measure The concept document was approved and it will be reviewed in order to respond to COVID-19.</p>



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Number of initiatives implemented to support Domestic Tourism Growth Strategy.	Three initiatives implemented:		
	<p>I. Implementation of Domestic Tourism Incentive scheme to increase tourist numbers in partnership with SANParks at five National Parks:</p> <ul style="list-style-type: none"> • Kruger National Park • Golden Gate National Park • Kgalagadi National Park • Marakele National Park • Addo Elephant National Park 	Identify and engage provinces for the roll-out and implementation of the department's scheme in provincial parks.	<p>Identification and engagement of provinces for the roll-out and implementation of the department's scheme in provincial parks was not done.</p> <p>Reason for Variance There were delays in starting the project due to awaiting approval of a Domestic Tourism Scheme Implementing Agent, as well as SANParks being the lead-stakeholder.</p> <p>Corrective Measure During Plenary meetings with provinces, there were discussions on how the Scheme would be implemented at provincial parks. Provinces where the Scheme will be rolled out at provincial parks would be formally engaged in quarter 1 of 2020/21 financial year.</p>



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Number of initiatives implemented to support Domestic Tourism Growth Strategy.	Three initiatives implemented ... Continued:		
	2. Implementation of initiative targeted at supporting the increase in domestic tourism among designated groups (youth, elderly and people with disabilities).	One initiative for designated group supported.	<p>One initiative for designated group was not supported. The youth activations were scheduled to take place as follows:</p> <ul style="list-style-type: none"> • EC Mpondoland – 13 to 14 March 2020 • MP Makhonjwa Mountains – 25 to 27 March 2020 <p>Reason for Variance The target was not achieved due to travel restrictions and lockdown as a result of COVID-19.</p> <p>Corrective Measure Activations will commence after National Lockdown and associated restrictions have been lifted.</p>



Strategic objective: To accelerate the transformation of the tourism sector.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Number of initiatives implemented to support Domestic Tourism Growth Strategy.	Three initiatives implemented ... Continued:		
	3. Tourism Month campaign implemented in conjunction with provinces and the sector.	Planning of Tourism Month campaign through the Tourism Month steering committee with Provinces.	<p>Planning of Tourism Month campaign through the Tourism Month steering committee in conjunction with Provinces was not done.</p> <p>Reason for Variance N/A.</p> <p>Corrective Measure A letter was sent to all stakeholders to keep them abreast of the current situation and to request them to start working. A planning meeting will be set up once all stakeholders are back in office and a response letter is received from Gauteng Province.</p>



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of enterprise development initiatives implemented.	Three initiatives implemented:		
	I. Support four existing incubators:		
	i. Pilanesberg	No target for Q4.	N/A
	ii. Manyeleti	Report for Manyeleti incubator developed.	A report for Manyeleti, Phalaborwa and Mier incubators was developed. The report covers the work done for these incubators (various interventions and outcomes). The purpose of the incubation programme is to achieve economic growth, reduce poverty and unemployment by providing needs based enterprise development support to each of the enrolled SMME beneficiaries through needs assessment, gaps identification, growth planning, mentorship, coaching, increasing access to information, funding networks, market exposure and general business advisory services.
	iii. Phalaborwa	Report for Phalaborwa incubator developed.	
	iv. Mier	Report for Mier incubator developed.	



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of enterprise development initiatives implemented.	Three initiatives implemented ... Continued:		
	2. Develop two new incubators off-site: <ul style="list-style-type: none"> • Tour Operators Incubator. 	Report for Tour Operators incubator developed.	<p>A report for Tour Operators incubator was not developed.</p> <p>Reason for Variance Appointment of Project Management company was delayed non-appointment of a service provider as indicated above. In addition, stakeholder engagements which could not take place in March 2020 due to COVID-19 pandemic social distancing restrictions.</p> <p>Corrective Measure The Tour Operators' incubator will be put on hold due to COVID-19. However, support to emerging tour operators will be provided through the Domestic Tourism Scheme.</p>



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of enterprise development initiatives implemented.	Three initiatives implemented ... Continued:		
	2. Develop two new incubators off-site: <ul style="list-style-type: none"> • Innovation Incubator 	Report for Innovation incubator developed.	A report for Innovation incubator was not developed. Reason for Variance There was a delay in approval of the appointment of the Technology Innovation Agency (TIA) which adversely impacted on the delay in the finalising of the Service Level Agreement which could not be finalized until the approval of TIA as the project partner. Corrective Measure The Innovation Incubator will be implemented in 2020/21.



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of enterprise development initiatives implemented.	Three initiatives implemented ... Continued:		
	3. Conduct a feasibility study of community based enterprises in communities within the proximity of the following five national parks: <ul style="list-style-type: none"> • Kruger National Park • Golden Gate National Park • Kgalagadi WHS • Marakele National Park • Addo Elephant National Park 	Feasibility reports and business plans for the development and support of the community based enterprises.	Feasibility reports and business plans for the development and support of the community based enterprises were not developed. Reason for Variance There were delays with appointment of service providers due to administrative activities to be adhered to before finalisation of procurement. Corrective Measure Feasibility studies will be finalised in first quarter of 2020/21.



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
4. Number of enterprise development initiatives implemented.	Three initiatives implemented ... Continued:		
	3. Conduct a feasibility study of community based enterprises in communities within the proximity of the following five national parks: <ul style="list-style-type: none"> • Kruger National Park • Golden Gate National Park • Kgalagadi WHS • Marakele National Park • Addo Elephant National Park 	Business Plans for the development and support of the community based enterprises.	Business Plans for the development and support of the community based enterprises were not developed. Reason for Variance There were delays with appointment of service providers due to administrative activities to be adhered to before finalisation of procurement. Corrective Measure Business Plans will be finalised in the first quarter of 2020/21.

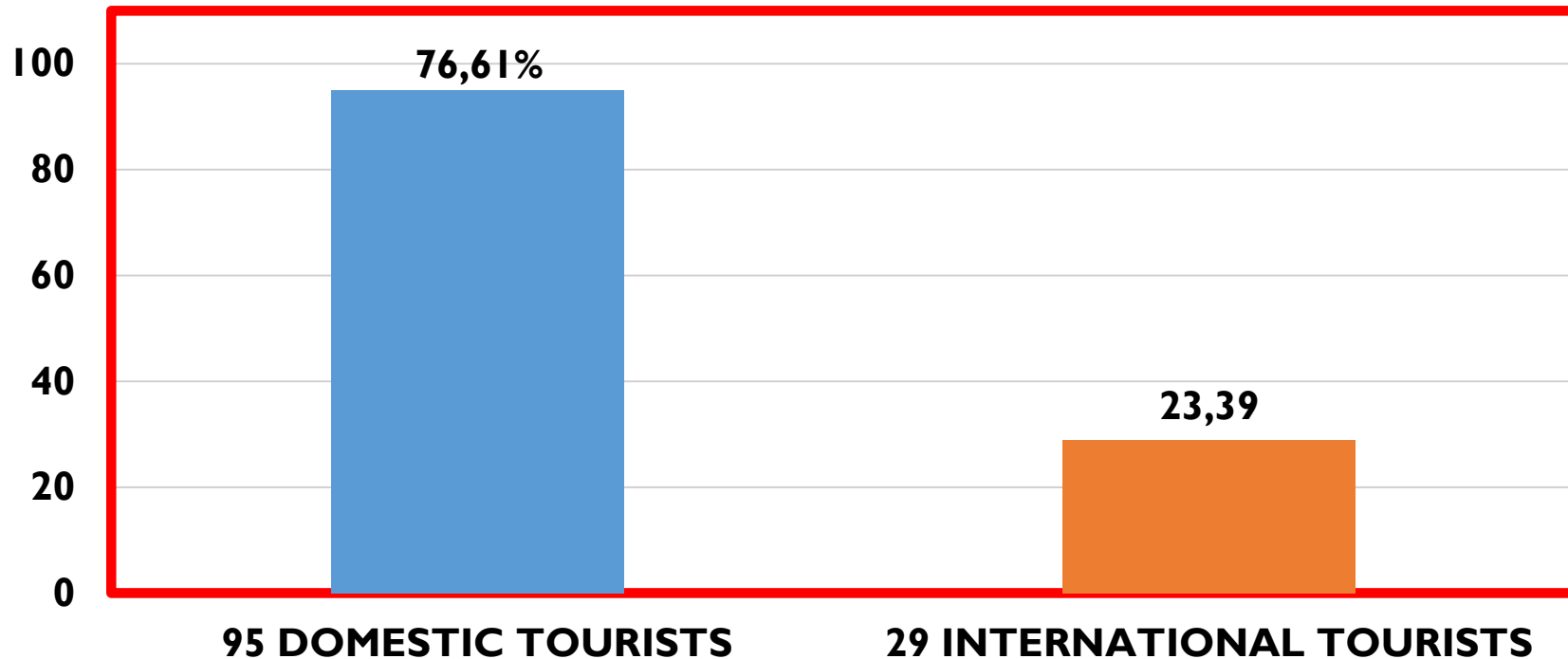


Strategic objective: To diversify and enhance tourism offerings.

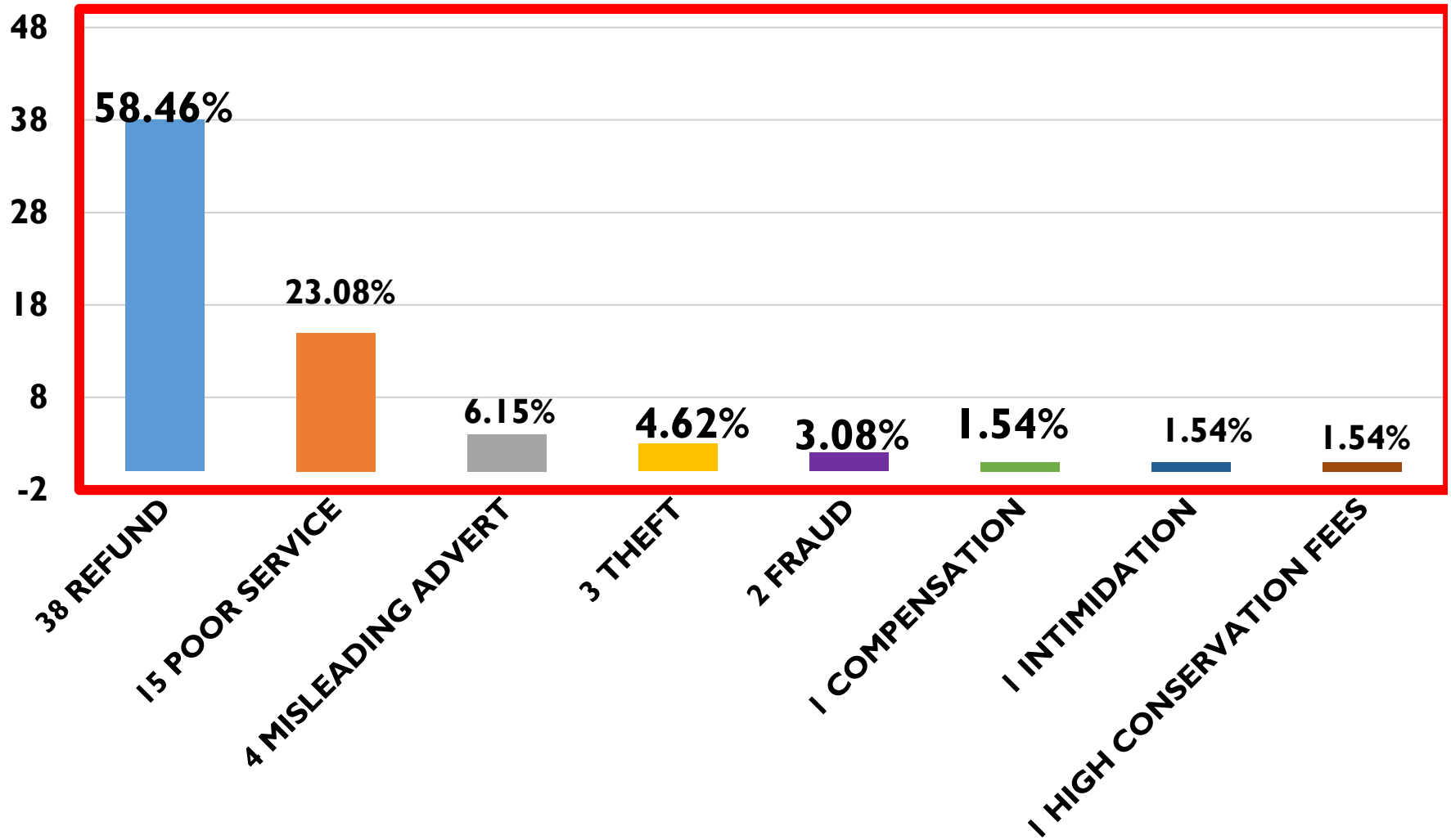
Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
5. Number of initiatives for improving visitor services implemented.	Two initiatives implemented:		
	1. Tourism Monitors Programme implemented in all provinces.	Tourism Monitors Programme implemented in all provinces.	Tourism Monitors Programme was implemented in all provinces.
	2. 100% compliance with the service delivery charter in the management of tourist complaints.	Annual progress report on tourists' complaints.	<p>Annual progress report on tourists' complaints was developed.</p> <p>The following graphs in slides 46 - 49 provide an indication on the nature of these complaints.</p>



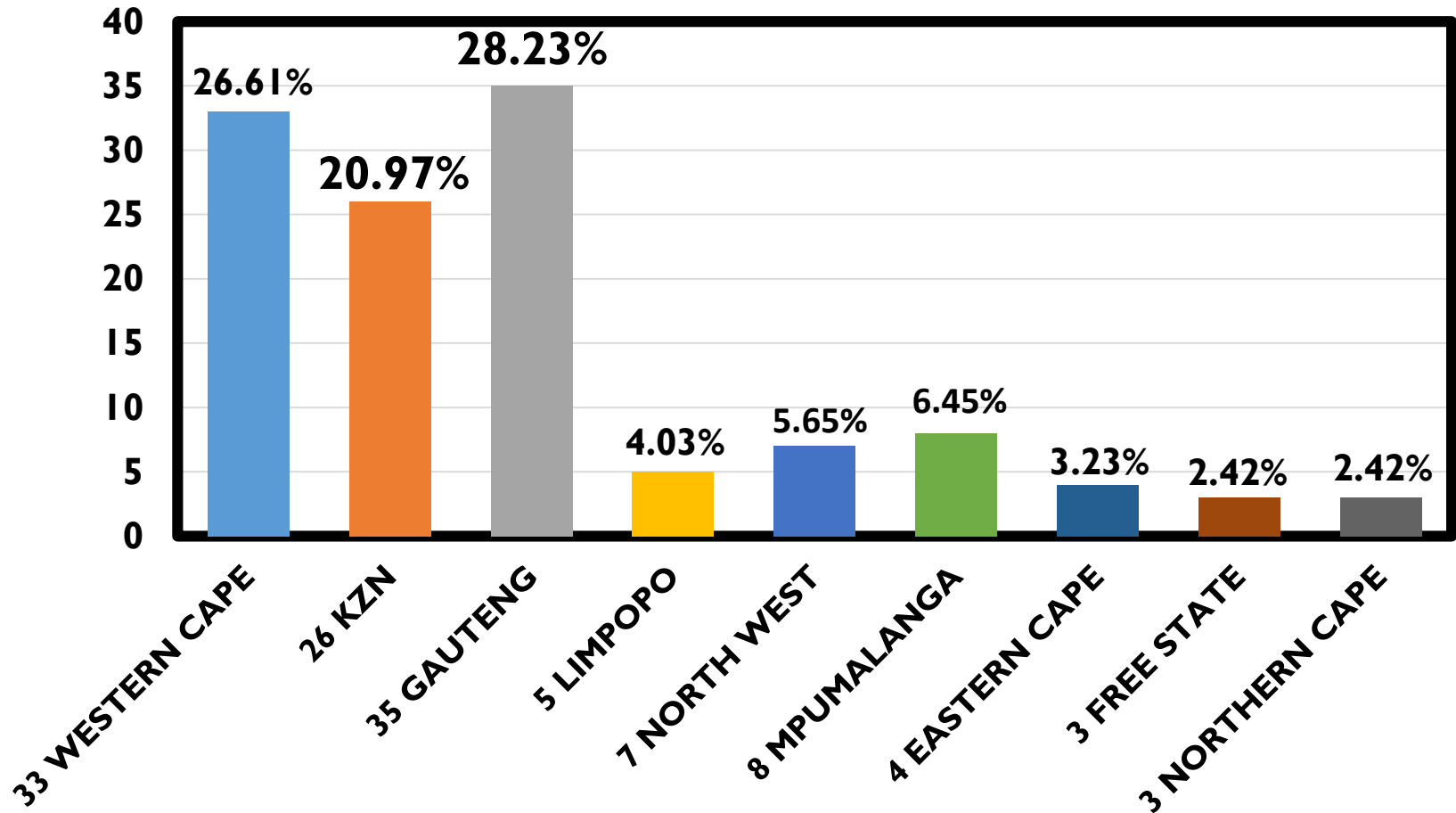
GRAPH 1: ORIGIN OF COMPLAINTS: INTERNATIONAL & DOMESTIC TOURIST



GRAPH 2: NATURE OF TOURIST COMPLAINTS



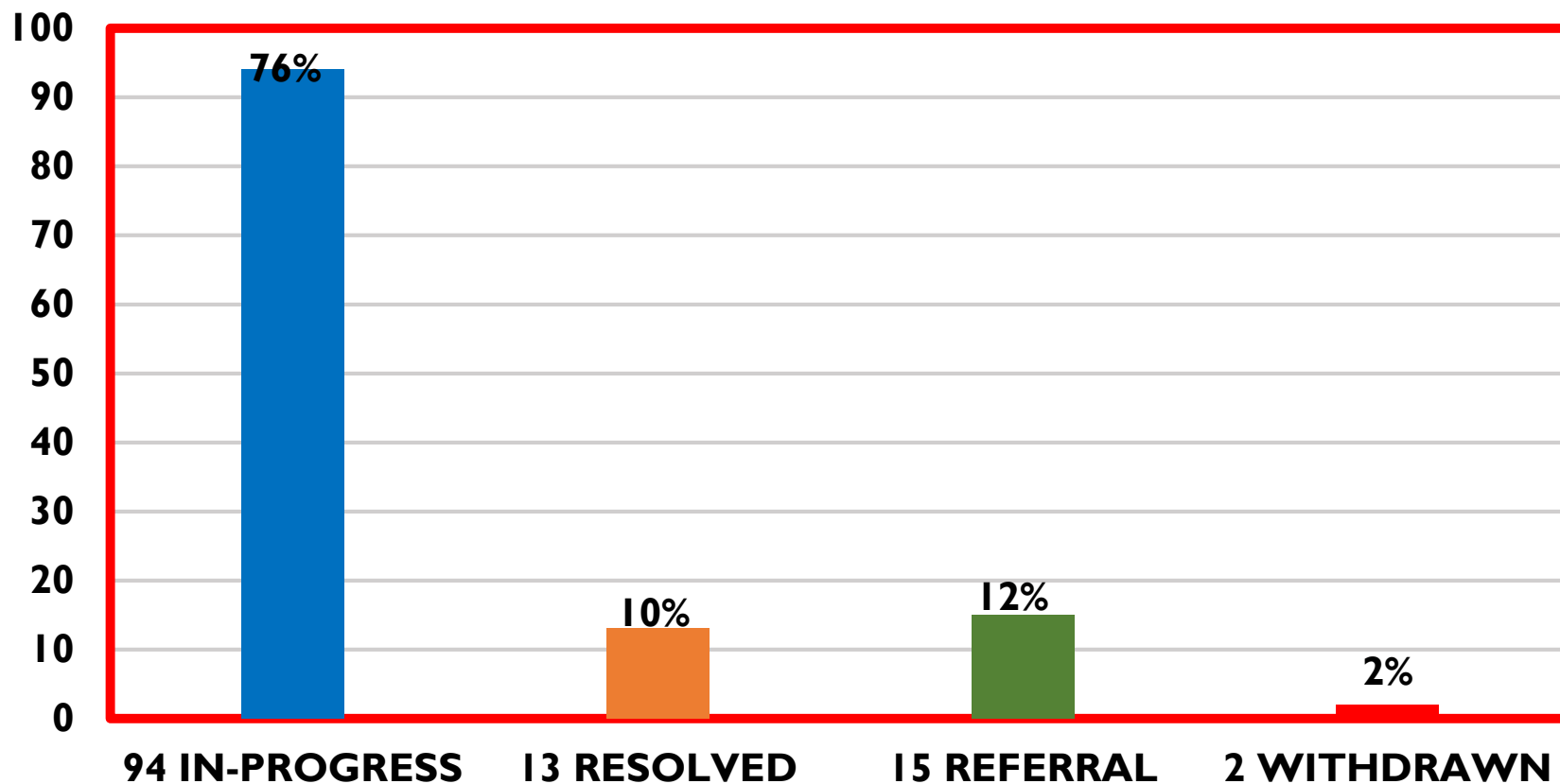
GRAPH 2: NUMBER OF COMPLAINTS PER PROVINCE



2019-20 Quarter 4 Report to Portfolio Committee on Tourism – Actual Data



GRAPH 3: STATUS OF TOURIST COMPLAINTS



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented:		
	1. 20 tourist guides trained in Mandarin language.	Finalisation of Mandarin language training.	Mandarin language training was finalised and the participants were awarded with certificates during the International Tourist Guide day celebrations that was held on 13 March 2020.
	2. National Tourism Careers Expo 2019 hosted.	Final NTCE report developed.	Final NTCE report was developed. The purpose of NTCE is to promote tourism as a career and profession of choice, whilst industry is give an opportunity to sell itself as an employer of choice.



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented:		
	3. Hospitality Youth Programme (HYP) implemented targeting 3 900 unemployed youth.	Quarterly report on the placement and training of participants in all provinces.	Quarterly report on the placement and training of participants in all provinces was developed. The HYP targets unemployed youth for training in Hospitality Programme and National Certificate: Fast Food Services NQF level 3, and place them in various hospitality establishments for experiential learning for the duration of the projects. The Qualification entails of 30% theory and 70 % practicals.
	4. National Chefs Training Programme implemented in all provinces targeting 540 youth.	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces.	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces was developed. Since its inception in November 2017, the department targeted 540 unemployed youth to be trained in National Youth Chef Training programme. To effect implementation, SLA was signed with South African Chefs Association (SACA) to train participants on City & Guilds Food Preparation and Cooking Certificate, Diploma and Pastry qualifications, and place them in various workplaces in all the provinces.



Strategic objective: To facilitate tourism capacity building programmes

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented ... Continued:		
	5. Wine Service Training Programme implemented targeting 300 youth.	Quarterly report on the placement and training of participants of the Wine Service Training Programme.	Quarterly report on the placement and training of participants of the Wine Service Training Programme was developed. The Programme was implemented in terms of Agreement with Tourism World (PTY) Ltd to train 300 unemployed youth beneficiaries in the WC, KZN and NC, place them in various establishments for experiential training for the duration of the project. In terms of the overall qualification, the programme includes CATHSETA accredited (Bar Attendant and Customer Care) and Sommelier Academy recognised modules.



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented... Continued:		
	6. Food Safety Quality Assurer Programme implemented targeting 1500 youth.	Quarterly report on the placement and training of participants of the Food Safety Quality Assurer Programme.	<p>Quarterly report on the placement and training of participants of the Food Safety Quality Assurer Programme was not developed.</p> <p>Reason for Variance Advertisement for tender closed in December 2019. The evaluation and adjudication were done in February 2020 unfortunately the recommended service provider could not proceed due to allegations of not being compliant to the PFMA principles.</p> <p>Corrective Measure The finalisation of the procurement of the service provider will be done in the next financial year and taking into consideration the response to COVID-19.</p>



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented... Continued:		
	7. Training of 60 Youth on Resource Efficiency: <ul style="list-style-type: none"> • North West • Northern Cape • Mpumalanga 	Mentorship and coaching of trainees.	Mentorship and coaching of trainees were finalised and certification ceremonies were concluded as follows: <ul style="list-style-type: none"> • NC – 10 February 2020 • NW – 21 February 2020 • MP – 28 February 2020 <p>The project is targeted at young people. The purpose is to grow their skills and have them develop more experience in the sector.</p>



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented ... Continued:		
	<p>8. Women in Tourism Programme capacity-building initiatives implemented:</p> <ul style="list-style-type: none"> • One Board Development training for WiT Chapter Executives. • Three Business Development and Training Sessions. 	Implementation of one capacity building initiative on Business Development and Training.	<p>One capacity-building initiative on Business Development and Training was not implemented.</p> <p>Reason for Variance The target was not achieved due to delays in approval of the Partnership Framework. The Department and Nedbank could not sign the MoU for the implementation of the capacity-building initiative.</p> <p>Corrective Measure A submission was partially approved with recommendations on the development of a Partnership Framework for the Executive Authority's approval. The framework has since been developed and submitted. The Executive Authority requested a briefing in this regard, which, however, could not go ahead due to Covid-19 lockdown.</p>



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented ... Continued:		
	9. Executive Development Programme: 20 Black Women Trained.	Close out report.	A close out report was developed. The reports indicates the seven modules undertaken by students, namely, Strategic Financial Management, Contemporary Leadership, The Global Business Environment, managing Organisational Performance, The Tourism Project, Advanced Destination Marketing management and Advanced Strategic Tourism Management. The report also indicates students who have since started their own company, as well as those that have since been promoted, or elected to leadership positions.



Strategic objective: To facilitate tourism capacity building programmes.

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
6. Number of capacity-building programmes implemented.	Ten capacity building programmes implemented... Continued:		
	10. Mentorship Pilot Programme implemented.	Plan for national roll out of mentorship programme.	<p>Planning for national roll out of mentorship programme was not finalised.</p> <p>Reason for Variance The Tourism Business Council of South Africa did not sign the SLA. However, the Pilot is ready for implementation, and is however affected by COVID-19 restrictions.</p> <p>Corrective Measure Virtual implementation of the pilot will take place in 2020/21.</p>



2.1 PROGRAMME I: CORPORATE MANAGEMENT



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
1. Audit outcome on financial and non-financial performance.	Unqualified audit on financial and non-financial performance.	No target for Q4.	N/A.
2. Vacancy rate.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate was maintained at 9.2% as at 31 March 2020.



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		Quarter 4 Targets	Quarter 4 Performance – Actual Data
3. Percentage compliance with equity targets in terms of departmental Employment Equity Plan.	Maintain minimum of 50% women representation at SMS level.	Maintain minimum of 50% women representation at SMS level.	<p>Minimum of 46.5% women representation at SMS level was maintained.</p> <p>Reason for Variance The Department has recently lost female employees at SMS level without replacing them with females.</p> <p>Corrective Measure The Department will be deliberate about recruiting female SMS in its advertising for and recruitment of suitably qualified females.</p>



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

Key Performance Indicator	Annual Target	Quarterly Targets	
		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.	Maintain minimum of 3% people with disabilities representation.	Minimum of 4.3% people with disabilities representation was maintained.
	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.	Minimum of 96% black representation was maintained.



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

Key Performance Indicator	Annual Target	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.	20% implementation of WSP.	<p>15% of WSP was implemented against the target of 20%.</p> <p>Reason for Variance and corrective measure</p> <p>The 5% of WSP not implemented relates to One Skills Programme on Analysing Financial Statements. This Programme was scheduled for 23 - 27 March 2020, the date of which coincided with the declaration of the National State of Disaster and associated national lockdown regulations to mitigate against the spread of COVID-19 in the country. As a result, the programme was postponed and will be implemented at the conclusion of the national COVID-19 lockdown period, at a new date to be confirmed after COVID-19 lockdown period .</p>



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

Key Performance Indicator	Annual Target	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.	10% implementation of the annual internal audit plan.	10% of the annual internal audit plan was implemented.
6. Percentage implementation of the communication strategy.	Implement 2019/20 communications strategy targets as indicated in the implementation plan.	100% implementation of the quarter four requirements of the annual implementation plan of the department's communication strategy.	100% of quarter four requirements of the annual implementation plan of the department's communication strategy was implemented.



Strategic Objective: To contribute to economic transformation in South Africa.

Key Performance Indicator	Annual Target	Quarterly Targets	
		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 achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 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.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	<p>Minimum 59.52% expenditure on procurement of goods and services from SMMEs was achieved.</p> <p>Reason for Variance The Department mainly procures from level 1-5 B-BBEE compliant service providers.</p>



3. Human Resource Information



Workforce Representativity as end of 31 March 2020

TOTAL ESTABLISHMENT

Race	Number	Percentage
Africans	415	88%
Coloureds	21	4%
Asians	17	4%
Whites	19	4%
TOTAL	472	100%
Persons with Disabilities	21	4.3%



Employees per Occupational Bands: 31 March 2020

OCCUPATIONAL BAND	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	4	0	0	1	3	0	1	1	10
Senior Management.	29	1	2	1	21	1	3	3	61
Professionally qualified and experienced specialists and mid-management.	94	1	4	4	108	8	6	6	231
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents.	46	4	0	0	77	6	1	3	137
Semi-skilled and discretionary decision making.	16	0	0	0	16	0	0	0	32
Unskilled and defined decision making.	0	0	0	0	1	0	0	0	1
TOTAL	189	6	6	6	226	15	11	13	472



4. Financial Information



Budget and Expenditure Review as at 31 March 2020

Programme	Final Appropriation (R'000)	Expenditure (R'000)	Expenditure as % of Final Appropriation	Variance from Final Appropriation (R'000)	% Variance from Final Appropriation	Explanation of Material Variances
Administration	288 274	287 326	99.7%	948	0.33%	This underspending lies under Purchases of Capital Assets which is mainly due to planned replacements of IT servers and mainframes which did not materialise during the financial year.
Tourism Research, Policy and International Relations	1 419 142	1 419 060	99.99%	82	0.01%	This minor underspending is due to cost containment measures implemented by the Department during the financial year.
Destination Development	430 338	430 008	99.9%	330	0.08%	This minor underspending lies within the Expanded Public Works Programme (EPWP) due to a slight saving on capital projects funded by the programme.
Tourism Sector Support Services	254 916	247 999	97.3%	6 917	2.71%	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.
Total	2 392 670	2 384 393	99.7%	8 277	0.35%	



Expenditure per Economical Classification as at 31 March 2020

Economical Classification	Final Appropriation R'000	Expenditure R'000	% of Final Appropriation spent	Variance from Final Appropriation R'000
Current Payments				
- Compensation of Employees	334 372	329 395	98.5%	4 977
- Goods and Services	536 150	535 328	99.8%	822
Transfers and Subsidies				
- Departmental Agencies and Accounts	1 358 033	1 358 033	100.0%	-
- Higher Education Institutions				-
- Foreign Governments and International Organisations	2 774	2 772	99.9%	2
- Public Corporations and Private Enterprises	132 855	131 737	99.2%	1 118
- Non-Profit Institutions	413	413	100.0%	-
- Households	6 247	6 247	100.0%	-
Capital Assets				
- Buildings and other fixed structures	10 430	10 102	96.9%	328
- Machinery and Equipment	9 693	8 664	89.4%	1 029
- Software and other intangible assets	1 270	1 270	100.0%	-
Payment for Financial Assets	433	432	99.8%	1
Total	2 392 670	2 384 393	99.7%	8 277



LIST OF ACRONYMS AND ABBREVIATIONS

AGSA	Auditor-General South Africa	TBCSA:	Tourism Business Council of South Africa
ATM:	Arabian Travel Market	TEF:	Tourism Equity Fund
B-BBEE	Broad-Based Black Economic Empowerment	TGSP:	Tourism Grading Support Programme
BEC:	Bid Evaluation Committee	ToR:	Terms of Reference
CMT	Coastal and Marine Tourism	TTF:	Tourism Transformation Fund
ECPTA:	Eastern Cape Parks and Tourism Agency	VIC:	Visitor Interpretation Centre
FTE:	full-time equivalent	WC:	Western Cape
GTIP:	Green Tourism Incentive Programme	WHS:	World Heritage Site
GP:	Gauteng Province	WiT:	Women in Tourism
HYP:	Hospitality Youth Programme	WSP:	Workplace Skills Plan
KZN:	KwaZulu-Natal	WTM:	World Travel Market
LP:	Limpopo Province		
MASP:	Market Access Support Programme		
MoU:	Memorandum of Understanding		
MP:	Mpumalanga Province		
NC:	Northern Cape		
NTSS:	National Tourism Sector Strategy		
NW:	North West		
SANParks:	South African National Parks		
SCM:	Supply Chain Management		
SLA:	Service Level Agreement		
SMS:	Senior Management Services		
SMMEs:	Small, Medium and Micro-sized Enterprises		
STR:	State of Tourism Report		



Thank You

