

# BRIEFING TO THE PORTFOLIO COMMITTEE ON TOURISM

## THIRD QUARTERLY PERFORMANCE REPORT FOR 2025/26 FINANCIAL YEAR

17 FEBRUARY 2026

broadening horizons



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



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# I. PERFORMANCE OVERVIEW



## SECOND QUARTER PERFORMANCE (1 JULY – 30 SEPTEMBER 2025)

Branches	Achieved	Not achieved; significant work done	Not achieved; intervention required
<b>Administration</b>	100,00% (19 of 19)	0,00% (0 of 19)	0,00% (0 of 19)
<b>Tourism Research, Policy and International Relations</b>	92,86% (13 of 14)	7,14% (1 of 14)	0,00% (0 of 14)
<b>Destination Development</b>	84,62% (11 of 13)	0,00% (0 of 13)	15,38% (2 of 13)
<b>Tourism Sector Support Services</b>	95,24% (20 of 21)	0,00% (0 of 21)	4,76% (1 of 21)
<b>Total</b>	<b>94,03% (63 of 67)</b>	<b>1,49% (1 of 67)</b>	<b>4,48% (3 of 67)</b>



## THIRD QUARTER PERFORMANCE (1 OCTOBER – 31 DECEMBER 2025)

Branches	Achieved	Not achieved; significant work done	Not achieved; intervention required
<b>Administration</b>	84,21% (16 of 19)	15,79% (3 of 19)	0,00% (0 of 19)
<b>Tourism Research, Policy and International Relations</b>	91,67% (11 of 12)	8,33% (1 of 12)	0,00% (0 of 12)
<b>Destination Development</b>	76,92% (10 of 13)	7,69% (1 of 13)	15,38% (2 of 13)
<b>Tourism Sector Support Services</b>	100,00% (22 of 22)	0,00% (0 of 22)	0,00% (0 of 22)
<b>Total</b>	<b>89,39% (59 of 66)</b>	<b>7,58% (5 of 66)</b>	<b>3,03% (2 of 66)</b>



# 2. PROGRAMME PERFORMANCE INFORMATION



# 2.1 Programme I: Administration



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
1. Audit outcome on financial statements and performance information.	Unqualified audit on financial statements and performance information.	<b>Achieved:</b> AGSA audit report was received on 31 July 2025. The Department received an unqualified audit report with no material findings (Clean Audit).	Implementation Plan developed as per AGSA outcomes.	<b>Achieved:</b> Implementation Plan developed as per AGSA outcomes.
			Review internal control measures.	<b>Achieved:</b> Internal control measures were reviewed.
2. Percentage spending in line with departmental strategic priorities and outcomes.	76% budget spent directly related to growth and job creation.	<b>Achieved:</b> Report on percentage spend on strategic priorities was developed.	Report on percentage spend on strategic priorities.	<b>Achieved:</b> Report on percentage spend on strategic priorities was developed.
3. Percentage procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	<b>Achieved:</b> 81,12% expenditure achieved on procurement of goods and services from SMMEs was achieved.	40% expenditure achieved on procurement of goods and services from SMMEs.	<b>Achieved:</b> 84,21% expenditure achieved on procurement of goods and services from SMMEs was achieved.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
4. Percentage of compliant invoices paid within prescribed timeframes.	100% Payment of all compliant invoices within 30 days.	<b>Achieved:</b> 100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	<b>Achieved:</b> 100% of all compliant invoices paid within 30 days.
5. Percentage of procurement spend from compliant women-owned businesses.	40% procurement spend from compliant women-owned businesses.	<b>Achieved:</b> 68,67% procurement spend from compliant women-owned businesses was achieved.	40% procurement spend from compliant women-owned businesses.	<b>Achieved:</b> 63% procurement spend from compliant women-owned businesses was achieved.
6. Number of public entity oversight instruments developed.	Four SA Tourism quarterly oversight reports developed.	<b>Achieved:</b> SA Tourism quarterly oversight report was developed.	SA Tourism quarterly oversight report developed.	<b>Achieved:</b> SA Tourism quarterly oversight report was developed.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
7. Capacity alignment exercise conducted.	Conduct an exercise to align departmental capacity to strategic priorities.	<p><b>Achieved:</b> Assessment of capacity alignment gaps was finalised.</p> <p><b>Achieved:</b> Draft report on gap analysis was developed.</p>	Finalise implementation plan for addressing gaps.	<p><b>Partially Achieved:</b> Implementation plan for addressing gaps has not yet finalised.</p> <p><b>Reason for Variance:</b> Implementation plan for addressing capacity gaps not yet finalised. However, the following work has been implemented which contribute towards the finalisation of the implementation plan:</p> <ul style="list-style-type: none"> <li>Assessment to measure functional alignment with the NDP, NTSS, TGPP, Strategic Plan and Annual Performance Plan priorities has been conducted to identify coherence and misalignment, the strategic Alignment Matrix report with key finding has been developed.</li> <li>Assessment of Service Delivery Model (SDM) conducted to identify gaps on how the Department currently delivers its mandate conducted and the SDM report with key finding and proposed implementation plan has been developed and will form part of the final implementation plan to address capacity gaps.</li> <li>Assessment of the Department of Tourism’s organisational capability to deliver on its mandate, strategic priorities, and the TO-BE Service Delivery Model (SDM) for the 2025/26–2029/30 planning conducted and the Capacity Matrix report which highlight key findings and implementation plan has been developed and will form part of the final implementation plan to address capacity gaps. developed horizon.</li> <li>The Data Assessment Tool developed and shared with all staff members for completion to identify existing skill sets, capacity and workload insights across teams and functions and determine areas for growth and development. Overall responses received as at December 2025 amount to 278 out of 444 staff members, translating to 62.61% which is less than the target response rate of 85%.</li> </ul> <p><b>Corrective Measure:</b></p> <ul style="list-style-type: none"> <li>Finalise follow-up sessions with branches to obtain final branch inputs and validations on findings.</li> <li>Conclude data collection and analyse to identify capacity gaps and develop the implementation plan by 31 March 2026.</li> </ul>

Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
8. Assessment of the current skills profile for employees conducted.	An assessment of the current skills profile of employees conducted.	<p><b>Achieved:</b> Service Provider was appointed.</p>	<p>Data Collection and analysis of the current skills profile of employee finalised.</p>	<p><b>Partially Achieved:</b> Data Collection and analysis of the current skills profile of employee has not yet finalised.</p> <p><b>Reason for Variance:</b> The due date for submission of data assessment tool had to be extended due to low response rate as the information was not adequate to be analysed.</p> <p>Overall response received translated to 62.61% which is less than the target response rate of 85%.</p> <p><b>Corrective Measure:</b> Conclude data collection and analyse to identify capacity gaps.</p>
		<p><b>Achieved:</b> Data Collection and analysis of the current skills profile of employee was conducted.</p>	<p>Assessment of the current skills profile commenced.</p>	<p><b>Achieved:</b> Assessment of the current skills profile has commenced.</p>



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
9. Human Resource Strategy developed and implemented.	Development and implementation of the Human Resource Strategy.	<b>Achieved:</b> Consultation on the draft strategy was undertaken and the draft refined based on feedback.	Submit draft HR Strategy for approval.	<b>Achieved:</b> HR Strategy was submitted for approval.
	Report on the implementation of HR Strategy developed.	No target for Quarter 2.	No target for Quarter 3.	No target for Quarter 3.
10. Academic excellence recognition programme for tourism graduates implemented.	Pilot academic excellence recognition programme for tourism graduates.	<b>Achieved:</b> Design of academic excellence recognition programme for tourism graduates was finalised.	Finalise partnership contract with academic excellence recognition programme for tourism graduates.	<p><b>Partially Achieved:</b> Partnership contract with academic excellence recognition programme for tourism graduates was not finalised.</p> <p><b>Reason for Variance:</b> Finalisation of the partnership contract academic excellence recognition programme could not be finalised as the university was in recess. Details about preparations were to be communicated in the coming academic year.</p> <p><b>Corrective Measure:</b> Follow-ups will be made with the university to finalise the partnership contract.</p>



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
11. Compliance with prescribed recruitment timeframes.	Recruitment cycle for all posts approved for filling concluded within prescribed timeframes.	<b>Achieved:</b> Monitoring report for all posts approved for filling was developed.	Monitoring report for all posts approved for filling developed.	<b>Achieved:</b> Monitoring report for all posts approved for filling was developed. 19 posts were filled during the period under review.
12. Percentage of compliance with Departmental Employment Equity target.	SMS women representation at a minimum of 50%.	<b>Achieved:</b> SMS women representation was maintained at a minimum of 51,6%.	SMS women representation at a minimum of 50%.	<b>Achieved:</b> SMS women representation was maintained at a minimum of 50,8%.
	Persons living with disability representation maintained above 3%.	<b>Achieved:</b> Persons with disability representation was maintained at 5%.	Persons with disability representation maintained at 3%.	<b>Achieved:</b> Persons with disability representation was maintained at 4,9%.
13. Percentage of Workplace Skills Plan (WSP) implemented.	100% implementation of WSP.	<b>Achieved:</b> 100% of WSP Quarter 2 targets was achieved.	100% of WSP Quarter 3 targets achieved.	<b>Achieved:</b> 100% of WSP Quarter 3 targets was achieved.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
14. Percentage implementation of the Communications Implementation Plan.	100% implementation of the 2025/26 Communications Implementation Plan aligned to the MTDP.	<b>Achieved:</b> 100% of the Quarter 2 Communications Implementation Plan was implemented.	100% implementation of the Quarter 3 Communications Implementation Plan.	<b>Achieved:</b> 100% of the Quarter 3 Communications Implementation Plan was implemented.
15. Percentage implementation of the Annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	<b>Achieved:</b> 30% of the Annual Internal Audit Plan was implemented.	30% implementation of the Annual Internal Audit Plan.	<b>Achieved:</b> 30% of the Annual Internal Audit Plan was implemented.
16. Digital Transformation initiative monitored.	Report on the implementation of the Digital Transformation initiative.	<b>Achieved:</b> Quarter 1 Report on the Digital Transformation initiative was developed.	Quarter 2 Report on the Digital Transformation initiative.	<b>Achieved:</b> Quarter 2 Report on the Digital Transformation initiative was developed.



## 2.2 Programme 2

# Tourism Research, Policy and International Relations



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
I. Number of tourism monitoring and evaluation initiatives implemented.	<b>Four tourism monitoring and evaluation initiatives implemented:</b>			
	1. Monitoring of International Memoranda of Understanding (MoU).	<b>Achieved:</b> Monitoring report on the implementation of international MoUs was developed.	Monitoring report on the implementation of international MoUs was developed.	<b>Achieved:</b> Monitoring report on the implementation of international MoUs was developed.
	2. Monitoring of the implementation of the White Paper.	<b>Achieved:</b> Monitoring report on the implementation of the White Paper was developed.	Monitoring report on the implementation of the White Paper was developed.	<b>Achieved:</b> Monitoring report on the implementation of the White Paper was developed.
	3. National Tourism Statistics Plan Implementation Report for economic growth and job creation.	<b>Achieved:</b> Implementation report on the implementation of National Tourism Statistics Plan for economic growth and job creation was developed.	Implementation report on the implementation of National Tourism Statistics Plan for economic growth and job creation was developed.	<b>Achieved:</b> Implementation report on the implementation of National Tourism Statistics Plan for economic growth and job creation was developed.
4. Quarterly Tourism Sector Masterplan (TSMP) Implementation Reports developed.	<b>Achieved:</b> Quarter 2 TSMP implementation report was developed.	Quarter 3 TSMP implementation report was developed.	<b>Achieved:</b> Quarter 3 TSMP implementation report was developed.	



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
2. Number of departmental systems digitalised.	<b>Two departmental systems digitalised</b>			
	1. National Tourism and Monitoring System (NTIMS) developed.	<b>Achieved:</b> NTIMS functionalities were developed.	NTIMS functionalities were piloted and enhanced.	<b>Achieved:</b> NTIMS functionalities were piloted and enhanced.
	2. Implementation of the National Register of Tourist Guide Information System (TGIS).	<b>Achieved:</b> TGIS functionalities were developed.	TGIS maintained and enhanced	<b>Achieved:</b> TGIS was maintained and enhanced.
3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	<b>Three initiatives implemented:</b>			
	1. Policy and regulatory reforms plan developed and implemented together with relevant departments to deliver growth and employment.	<b>Achieved:</b> Report on the implementation of the reforms plan was developed.	Report on the implementation of the reforms plan.	<b>Achieved:</b> Report on the implementation of the reforms plan was developed.
	2. Red tape reduction action plan developed and implemented.	<b>Achieved:</b> Report on the implementation of the red tape reduction plan was developed.	Report on the implementation of the red tape reduction plan.	<b>Achieved:</b> Report on the implementation of the red tape reduction plan was developed.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	<b>Three initiatives implemented ... continued:</b>			
	3. Short term rental framework developed.	<b>Achieved:</b> The Draft Short-Term Rentals Framework was submitted to stakeholders for comments.	Finalise consolidation of inputs on the Draft Short-Term Rentals framework.	<b>Achieved:</b> Consolidation of inputs on the Draft Short-Term Rentals framework was finalised.
4. Tourism Growth Partnership Plan (TGPP) developed and implemented.	TGPP developed.	<b>Achieved:</b> TGPP was implemented.	Implementation of TGPP.	<b>Achieved:</b> TGPP was implemented.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
5. Number of intergovernmental coordination initiatives implemented.	<b>Two initiatives implemented</b>			
	Nine tourism District Development Model (DDM) supporting outreaches conducted.	<p><b>Achieved:</b> Six tourism DDM supporting outreaches were conducted.</p> <p><b>Reason for Variance:</b> Additional sessions were conducted due to the Minister's directive to conduct individual district engagements.</p>	Three tourism DDM supporting outreaches conducted.	<p><b>Partially Achieved:</b> Two tourism DDM supporting outreaches were conducted.</p> <p><b>Reason for Variance:</b> One outreach meeting attended with district. Additional outreach sessions could not be conducted due to unavailability of districts.</p> <p><b>Corrective Measure:</b> Utilise existing platforms to engage districts.</p>
	Two tourism MINMEC hosted.	No target for quarter 2.	No target for quarter 3.	<p><b>Achieved:</b> One MINMEC was hosted.</p> <p><b>Reason for Variance:</b> Due to Minister's schedule, the MINMEC was hosted on 12 December 2025.</p>



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
6. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral and other groupings.	South Africa's tourism interests promoted through hosting the G20 Tourism Meetings.	<b>Achieved:</b> 3rd G20 Tourism Working Group Meeting was hosted.	No target for quarter 3.	No target for quarter 3.
7. Number of outreach programmes to the diplomatic community implemented	Two outreach programmes to prioritised market (Africa & Asia).	<b>Achieved:</b> Concept document for the outreach programmes was developed and approved.	No target for quarter 3.	No target for quarter 3.



## 2.3 Programme 3

# Destination Development



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
I. Number of destination planning and investment coordination initiatives undertaken.	<b>Four initiatives undertaken:</b>			
	1. Implementation of the budget resort network and brand concept.	<b>Achieved:</b> Report on implementation of the budget resort network and brand concept was developed.	Report on implementation of the budget resort network and brand concept.	<b>Achieved:</b> Report on implementation of the budget resort network and brand concept was developed.
	2. A pipeline of nationally prioritised tourism investment opportunities managed.	<b>Achieved:</b> Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities was developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	<b>Achieved:</b> Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities was developed.
	3. One investment promotion platform hosted.	<b>Achieved:</b> One (1) tourism investment platform was hosted.	Tourism investment Platform Outcomes Report developed.	<b>Achieved:</b> Tourism investment Platform Outcomes Report was developed.
4. Tourism partnership plan with departments and entities developed.	<b>Achieved:</b> Consultations with departments and entities were initiated.	Draft plan developed.	<b>Achieved:</b> Draft plan was developed.	



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
2. Number of destination enhancement initiatives supported.	<b>Seven initiatives supported:</b>			
	1. Seventeen (17) community-based tourism projects completed.	<b>Achieved:</b> Status report towards completion of projects was developed.	13 community-based tourism projects completed.	<b>Partially Achieved:</b> 12 community-based tourism projects were completed.  <b>Reason for Variance:</b> <b>Royal Khalanga</b> - The contractor is behind schedule, but the project is at 95% completion. The anticipated completion date is 10 Jan 2026.  <b>Corrective Measure:</b> It is anticipated that this project will reach Practical Completion in Quarter 4.
	2. Implementation of five (5) community-based tourism projects monitored.	<b>Achieved:</b> Implementation of five (5) community-based tourism projects was monitored.	Implementation of five (5) community-based tourism projects monitored.	<b>Achieved:</b> Implementation of five (5) community-based tourism projects was monitored.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
2. Number of destination enhancement initiatives supported.	<b>Seven initiatives supported:</b>			
	3. Develop and implement support model for sustainable operations on community projects.	<b>Achieved:</b> Matchmaking event/s with owning entities and potential operators and investors were hosted.	Support to community owning entities to match with interested operators/ investors provided.	<b>Achieved:</b> Support to community owning entities to match with interested operators/ investors was provided.
	4. Implementation of fourteen (14) tourism infrastructure projects by various entities monitored.	<b>Achieved:</b> Implementation of fourteen (14) tourism infrastructure projects by various entities was monitored.	Implementation of fourteen (14) tourism infrastructure projects by various entities monitored.	<b>Achieved:</b> Implementation of fourteen (14) tourism infrastructure projects by various entities was monitored.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
2. Number of destination enhancement initiatives supported.	<p><b>Seven initiatives supported ... continued:</b></p> <p>5. Thirty-three (33) completed maintenance project sites handed back to owning entities.</p>	<p><b>Not Achieved:</b> Zero (0) completed maintenance project sites handed back to owning entities.</p> <p><b>Reason for Variance:</b> Late submission of compliance documentation for verification.</p> <p><b>Corrective Measure:</b> Thirteen (13) completed maintenance project sites were handed back to owning entities during quarter 3.</p>	<p>Fourteen (14) completed maintenance project sites handed back to owning entities.</p>	<p><b>Not Achieved:</b> Zero (0) completed maintenance project sites handed back to owning entities. To date 13 of the 33 completed maintenance projects have been handed over.</p> <p><b>Reason for Variance:</b> Due diligence is being completed on final project documents.</p> <p><b>Corrective Measure:</b> The remaining 20 completed maintenance project sites will be handed back to owning entities in Quarter 4.</p>
	<p>6. DBSA implementation of two (2) maintenance projects monitored.</p>	<p><b>Achieved:</b> DBSA implementation of two (2) maintenance projects was monitored.</p>	<p>DBSA implementation of two (2) maintenance projects monitored.</p>	<p><b>Achieved:</b> DBSA implementation of two (2) maintenance projects was monitored.</p>



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
2. Number of destination enhancement initiatives supported.	<b>Seven initiatives supported ... continued:</b>			
	7. Condition assessment in five (5) identified heritage sites completed.	<b>7. Achieved:</b> Bid process has been abandoned and considered conducting condition assessment inhouse.	7. Condition assessment in five (5) identified heritage sites continued.	<b>7. Achieved:</b> Condition assessment in five (5) identified heritage sites was conducted.
3. Number of work opportunities created through Working for Tourism projects.	1400 Work Opportunities created.	<p><b>Not Achieved:</b> 13 Work opportunities were created against a target of 500. However, at the end of the second quarter, 748 Work Opportunities have been created.</p> <p><b>Reason for variance:</b> There has been a delayed start on the Tourism Monitors EPWP funded project.</p> <p><b>Corrective Measure:</b> Work is underway to conclude the recruitment of participants into the EPWP funded programmes.</p>	500 Work Opportunities created.	<p><b>Not Achieved:</b> 11 Work Opportunities were created against a target of 500. However, at the end of the third quarter 759 Work Opportunities have been created. The shortfall towards the annual target is creation of 641 Work Opportunities.</p> <p><b>Reason for variance:</b> There are Work Opportunities created which, by the end of the third quarter, had not yet been captured and accounted for on the EPWP system due to outstanding documentation. These are from work opportunities created through SanParks, Youth Employment Service initiative, Border Management Authority.</p> <p><b>Corrective Measure:</b> There Work Opportunities not captured will be recorded and accounted for in quarter four after being captured on the EPWP system. The annual target will be met by end of the financial year.</p>



## **2.4 Programme 4**

# **Tourism Sector Support Services**



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
I. Number of incentives implemented to support tourism SMMEs.	<b>Four incentive programmes implemented to stimulate inclusive growth and job creation:</b>			
	1. Green Tourism Incentive Programme (GTIP); 2. Tourism Transformation Fund (TTF); 3. Market Access Support Programme (MASP).	<b>Achieved:</b> Progress reports were submitted on the implementation of the three incentive programmes: GTIP, TTF and MASP to stimulate inclusive growth and job creation.	Progress reports on the implementation of the three incentive programmes: GTIP, TTF and MASP to stimulate inclusive growth and job creation.	<b>Achieved:</b> Progress reports on the implementation of the three incentive programmes: GTIP, TTF and MASP to stimulate inclusive growth and job creation were submitted.
	4. Tourism Equity Fund (TEF) migrated to another implementing agent	<b>Achieved:</b> Progress report on the migration of TEF to another implementing agent was developed.	Progress report on the migration of TEF to another implementing agent.	<b>Achieved:</b> Progress report on the migration of TEF to another implementing agent was developed.
	Review the Tourism Incentive Programme (TIP).	<b>Achieved:</b> Progress report on review of TIP was developed.	Progress report on review of TIP.	<b>Achieved:</b> Progress report on review of TIP was developed.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
2. Number of Tourism Monitors enrolled to enhance visitor service and experiences.	Training and placement of 1500 Tourism Monitors in 9 provinces	<b>Achieved:</b> Induction, placement and training was conducted for the Tourism Monitors.	Training conducted for the Tourism Monitors.	<b>Achieved:</b> Training was conducted for the Tourism Monitors.
3. Number of sessions implemented on Visitor Experience Enhancement Programme with government institutions.	Ten (10) Visitor Experience Enhancement Programme sessions implemented with government institutions	<p><b>Achieved:</b> Three sessions were conducted for Visitor Experience Enhancement Programme.</p> <p><b>Reason for Variance:</b> Department conducted three sessions instead of two, following a request from Border Management Authority to include Richards Bay Harbor considering the expected increase of tourists at the cruise terminal during September and October period.</p>	Four (4) sessions conducted for Visitor Experience Enhancement Programme.	<p><b>Achieved:</b> Seven sessions were conducted for Visitor Experience Enhancement Programme.</p> <p><b>Reason for Variance:</b> There was a demand for more sessions by the Border Management Authority and Airports Company South Africa, hence the overachievement.</p>



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
4. Number of demand-led skills initiatives implemented through collaboration with various social partners for tourism sector growth and sustainability.	<b>Ten demand led skills development programmes implemented across the sector to create jobs and work opportunities with skills programmes identified according to demand:</b>			
	1. Tourism Graduate Recruitment Programme.	<b>Achieved:</b> Recruitment and selection of graduates for the Tourism Graduate Recruitment Programme was finalised.	Tourism Graduate Recruitment Programme implemented.	<b>Achieved:</b> Tourism Graduate Recruitment Programme was implemented.
	2. Artisan Recognition of Prior Learning (ARPL) Programme	<b>Achieved:</b> Recruitment and selection of the learners for ARPL Programme was finalised.	The ARPL Programme implemented.	<b>Achieved:</b> The ARPL Programme was implemented.
		<b>Achieved:</b> The ARPL Programme implementation was initiated with induction of learners in Limpopo on 26 September and in Mpumalanga on 30 September 2025.		
3. Resource Efficiency Cleaner Production (RECP)	<b>Achieved:</b> The RECP Programme was implemented.	The RECP Programme implemented.	<b>Achieved:</b> The RECP Programme was implemented.	



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
4. Number of demand-led skills initiatives implemented through collaboration with various social partners for tourism sector growth and sustainability.	<b>Ten demand led skills development programmes implemented across the sector to create jobs and work opportunities with skills programmes identified according to demand ... continued:</b>			
	4. Learn and Earn Youth Placement Programme	<b>Achieved:</b> Recruitment and selection of the youth for the Learn and Earn Youth Placement was finalised.	Learn and Earn Youth Placement Programme implemented.	<b>Achieved:</b> Learn and Earn Youth Placement Programme was implemented.
	5. Women Executive Development Programme	<b>Achieved:</b> Report on the implementation of the Women Executive Development Programme was developed.	Report on the implementation of the Women Executive Development Programme developed.	<b>Achieved:</b> Report on the implementation of the Women Executive Development Programme was developed.
	6. Tourist Guides Training	<b>Achieved:</b> Recruitment and selection of the Tourist Guides for training was finalised.	Tourist Guides for training implemented.	<b>Achieved:</b> Tourist Guides for training was implemented.
	7. Educator Development Programme	<b>Achieved:</b> Recruitment and selection for the Educator Development Programme was finalised.	Educator Development Programme implemented.	<b>Achieved:</b> Educator Development Programme was implemented.
	8. Small, Micro Medium Enterprises (SMMEs) training on Occupational Health and Safety Norms and Standards.	<b>Achieved:</b> Recruitment and selection for the SMMEs training on training on Occupational Health and Safety Norms and Standards was finalised.	SMMEs training on Occupational Health and Safety Norms and Standards implemented.	<b>Achieved:</b> SMMEs training on Occupational Health and Safety Norms and Standards was implemented.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
4. Number of demand-led skills initiatives implemented through collaboration with various social partners for tourism sector growth and sustainability.	<b>Ten demand led skills development programmes implemented across the sector to create jobs and work opportunities with skills programmes identified according to demand ... continued:</b>			
	9. Integrated Service Excellence focusing on townships, villages, small towns.	<p><b>Not Achieved:</b> Integrated Service Excellence focusing on townships, villages, small towns was not implemented.</p> <p><b>Reason for Variance:</b> Delays in finalisation and approval of the concept document impacted the implementation.</p> <p><b>Corrective Measure:</b> The submission to implement with SANParks was approved and recruitment conducted.</p>	Integrated Service Excellence focusing on townships, villages, small towns implemented.	<b>Achieved:</b> Integrated Service Excellence focusing on townships, villages, small towns was implemented.
	10. Culinary Programme.	<b>Achieved:</b> Culinary Programme was implemented.	Culinary Programme implemented.	<b>Achieved:</b> Culinary Programme was implemented.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
5. Number of initiatives implemented to support the targeted job and income earning opportunity programmes.	<b>Two initiatives implemented:</b>			
	1. Develop a concept to further collaboration with Pathway Management Network role-players to identify a pipeline of initiatives.	<b>Achieved:</b> Initiatives to support income earning opportunity programmes were identified.	Income earning opportunity programmes implemented.	<b>Achieved:</b> Income earning opportunity programmes was implemented.
	2. Submit MoU with Pathway Management Network Role-players for signing.	<b>Achieved:</b> MOU with a pipeline of projects and targets was finalised.	Implement pipeline interventions.	<b>Achieved:</b> Pipeline interventions were implemented.
6. Roadmap developed for alignment of tourism skills supply with demand.	Roadmap developed and implemented.	<b>Achieved:</b> Draft roadmap was developed.	Roadmap finalised.	<b>Achieved:</b> Roadmap was finalised.
			Identified initiatives implemented.	<b>Achieved:</b> Identified initiatives were implemented.



Output Indicator	Annual Target	Quarterly Performance Against Targets		
		Quarter 2 Targets	Quarter 3 targets	Quarter 3 progress
7. Number of initiatives implemented to promote sustainability and improve market access for SMMEs.	<b>Two initiatives implemented:</b>			
	<p>1. Implement the incubation programme:</p> <p>i. Business Advisory Services Incubator with a bias towards women owned enterprises</p> <p>ii. Improve income generation at household level through Homestay Incubation Programme</p> <p>iii. Improve sustainability of tourism SMMEs through a compliance and resilience support</p>	<p><b>Achieved:</b> Progress Report was developed on the implementation of the following three initiatives:</p> <ul style="list-style-type: none"> <li>• Business Advisory Services Incubator</li> <li>• Homestay Incubation Programme</li> <li>• Compliance and Resilience support.</li> </ul>	<p>Progress Report on the implementation of the following three initiatives:</p> <ul style="list-style-type: none"> <li>• Business Advisory Services Incubator</li> <li>• Homestay Incubation Programme</li> <li>• Compliance and Resilience support</li> </ul>	<p><b>Achieved:</b> Progress Report was developed on the implementation of the following three initiatives:</p> <ul style="list-style-type: none"> <li>• Business Advisory Services Incubator</li> <li>• Homestay Incubation Programme</li> <li>• Compliance and Resilience support.</li> </ul>
	<p>2. Enterprise development programme for inclusive participation and sustainability in the tourism sector to ensure job creation reviewed.</p>	<p><b>Achieved:</b> Progress report on the review of the enterprise development programme was developed.</p>	<p>Progress reports on the review of the enterprise development programme.</p>	<p><b>Achieved:</b> Progress report on the review of the enterprise development programme was developed.</p>



# 3. HUMAN RESOURCE INFORMATION



## WORKFORCE REPRESENTATIVITY AS AT END OF DECEMBER 2025

### TOTAL ESTABLISHMENT

Race	Number	Percentage
Africans	393	87.3%
Coloureds	26	5.8%
Indians	15	3.3%
Whites	16	3.6%
<b>TOTAL</b>	<b>450</b>	<b>100%</b>
Persons with Disabilities	22	4.9%



## EMPLOYEES PER OCCUPATIONAL BANDS AS AT END OF DECEMBER 2025

OCCUPATIONAL BAND	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	3	0	1	2	8
Senior Management.	24	1	2	2	19	1	3	3	55
Professionally qualified and experienced specialists and mid-management.	90	1	4	4	104	11	5	4	223
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents.	36	2	0	0	76	7	0	0	121
Semi-skilled and discretionary decision-making.	23	1	0	1	13	2	0	0	40
Unskilled and defined decision-making.	1	0	0	0	2	0	0	0	3
<b>TOTAL</b>	<b>176</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>217</b>	<b>21</b>	<b>9</b>	<b>9</b>	<b>450</b>



# 4. FINANCIAL INFORMATION



## BUDGET AND EXPENDITURE REVIEW AS AT 31 DECEMBER 2025

Programme	2025/26 ENE Allocation	Actual Expenditure	Actual Expenditure as % of ENE Allocation	Cumulative Projected Expenditure	% Cumulative Projected Expenditure	Variance from Cumulative Projected Expenditure	% Variance from Cumulative Projected Expenditure	Explanation of Material Variances from Projected Expenditure
	R'000	R'000	%	R'000	%	R'000	%	
Administration	364 184	239 814	66%	272 454	75%	32 640	9%	The underspending is primarily due to reduced expenditure within the Government Information and Technology Management domain, arising from delays in SITA facilitated procurement processes that have impacted project implementation and the scheduling of planned activities. Variances were further affected by consumption-based costs which fluctuate in line with operational demand. The savings within Financial Management is largely attributable to lower-than-anticipated payments for audit fees as well as cellphone expenditure. In addition, the variance under Compensation of Employees is due to a number of posts remaining unfilled.
Tourism Research, Policy and International Relations (Excl. SAT)	107 807	71 988	67%	80 611	75%	8 623	8%	The underspending is mainly attributable to the suspension of travel and external stakeholder engagements following advice to halt consultations on the frameworks informing the review of the Tourism Act and the draft Short-Term Rentals framework due to the decision to adopt an alternative consultation approach. Monitoring the implementation of international MoUs and the Tourism White Paper is currently undertaken through desktop reviews of progress reports and Integrated Development Plans, with provincial consultations and associated travel expected to commence in quarter 4, at which point expenditure is anticipated to increase. The underspending on Compensation of Employees has occurred due to unfilled positions.

## BUDGET AND EXPENDITURE REVIEW AS AT 31 DECEMBER 2025

Programme	2025/26 ENE Allocation	Actual Expenditure	Actual Expenditure as % of ENE Allocation	Cumulative Projected Expenditure	% Cumulative Projected Expenditure	Variance from Cumulative Projected Expenditure	% Variance from Cumulative Projected Expenditure	Explanation of Material Variances from Projected Expenditure
	R'000	R'000	%	R'000	%	R'000	%	
SA Tourism	1 300 207	1 196 191	92%	1 196 191	92%	-	0%	-
Destination Development	331 057	112 317	34%	158 334	48%	46 017	14%	The underspending is mainly attributable to the slow commencement of skills development projects under the Expanded Public Works Programme (EPWP) with catch-up plans in place to align expenditure with projections. In addition, underspending under Compensation of Employees is due to vacant posts.
Tourism Sector Support Services	331 637	118 294	36%	232 765	70%	114 471	35%	The underspending is mainly due to delays in the finalisation of plans and the necessary approvals linked to the Tourism Incentive Programme. The underspending on Compensation of Employees has occurred due to unfilled positions.
<b>Total</b>	<b>2 434 892</b>	<b>1 738 604</b>	<b>71%</b>	<b>1 940 355</b>	<b>80%</b>	<b>201 751</b>	<b>8%</b>	



## EXPENDITURE PER ECONOMIC CLASSIFICATION AS AT 31 DECEMBER 2025

Economic Classification	2025/26 ENE Allocation	Actual Expenditure	Actual Expenditure as % of ENE Allocation	Cumulative Projected Expenditure	% Cumulative Projected Expenditure	Variance from Cumulative Projected Expenditure	% Variance from Cumulative Projected Expenditure
	R'000	R'000	%	R'000	%	R'000	%
<b>Current Payments</b>							
- Compensation of Employees	432 867	293 050	68%	324 684	75%	31 634	7%
- Goods and Services	402 359	160 659	40%	279 700	70%	119 041	30%
<b>Transfers and Subsidies</b>							
- Departmental Agencies and Accounts	1 305 250	1 217 710	93%	1 196 191	92%	(21 519)	-2%
- Foreign Governments and International Organisations	2 872	2 619	91%	2 872	100%	253	9%
- Public Corporations and Private Enterprises	176 566	10 063	6%	120 066	68%	110 003	62%
- Non-Profit Institutions	480	480	100%	-	0%	(480)	-100%
- Households	4 129	8 004	194%	2 046	50%	(5 958)	-144%
<b>Capital Assets</b>							
- Buildings and other fixed structures	104 700	41 707	40%	10 520	10%	(31 187)	-30%
- Machinery and Equipment	5 669	4 295	76%	4 276	75%	(19)	0%
<b>Payment for Financial Assets</b>		18				(18)	0%
<b>Total</b>	<b>2 434 892</b>	<b>1 738 604</b>	<b>71%</b>	<b>1 940 355</b>	<b>80%</b>	<b>201 751</b>	<b>8%</b>



## 5. LIST OF ACRONYMS AND ABBREVIATIONS

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
AGSA	Auditor-General of South Africa	SA Tourism	South African Tourism
APRL	Artisan Recognition of Prior Learning	SDM	Service Delivery Model
DBSA	Development Bank of Southern Africa	SMS	Senior Management Services
DDM	District Development Model	SMMEs	Small, Medium and Micro-sized Enterprises
GTIP	Green Tourism Incentive Programme	TEF	Tourism Equity Fund
HR	Human Resources	TGPP	Tourism Growth Partnership Plan
MASP	Market Access Support Programme	TGIS	Tourism Guide Information System
MoUs	Memoranda of Understanding	TIP	Tourism Incentive Programme
MTDP	Medium-Term Development Plan	TSMP	Tourism Sector Master Plan
NDP	National Development Plan	TSMP	Tourism Sector Master Plan
NTIMS	National Tourism Information and Monitoring System	TTF	Tourism Transformation Fund
NTSS	National Tourism Sector Strategy	VO	Variation Order
RECP	Resource Efficiency Cleaner Production	WSP	Workplace Skills Plan



**END.**

