# ANNUAL PERFORMANCE PLAN

# 2024/2025 FINANCIAL YEAR

# 10 JULY 2024

broadening horizons

tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

2030 NDP

# TABLE OF CONTENTS


- Departmental Mandate
- Vision, Mission and Values
- Strategies  to Achieve Inclusive Growth
- Strategic Outcomes and Focus
- Strategic Risks
- Alignment to Government Priorities
- Departmental Programmes: Overview and Deliverables
- Financial Information
- Abbreviations

# DEPARTMENTAL MANDATE

## Constitutional Mandate

Part A of Schedule 4 to the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national, provincial and local Government legislative competence.

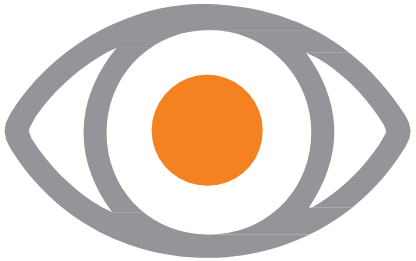
## Legislative mandate

Tourism Act, 2014 (Act No.3 of 2014) aims to promote the practise of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors; provides for the effective domestic and international marketing of South Africa as a tourist destination; promotes quality tourism products and services; promotes growth in and development of the tourism sector, and enhances cooperation and coordination between all spheres of government in developing and managing tourism.

## Policy mandate

- The National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The Re-imagined Industrial Strategy identifies tourism as one of the seven national priority sectors.
- The National Tourism Sector Strategy (NTSS) guides the strategic development and growth on the tourism sector in pursuit of NDP targets.
- Tourism Sector Masterplan (TSMP) - derived from Sector Recovery Plan (TSRP). It primarily aims to galvanise government, industry and labour to collectively share a common vision that will position the tourism industry on an inclusive and sustainable competitive path for the benefit of all South Africans.

# VISION AND MISSION



## VISION

Leading sustainable tourism development for inclusive economic growth in South Africa.

## MISSION

To grow an inclusive and sustainable tourism economy through:

- good corporate and cooperative governance;
- strategic partnerships and collaboration;
- innovation and knowledge management; and
- effective stakeholder communication.

## VALUES

- ***Innovative:*** Leveraging of resources and partnerships to optimise delivery to our stakeholders; and being responsive to change.
- ***Ethical (Good Corporate Governance):*** Encapsulating the principles of integrity, transparency and accountability.
- **Customer Focus:** Providing services and solutions in a manner that is efficient, effective and responsive.

# STRATEGIC OUTCOMES AND FOCUS

| OUTCOMES | WHAT DOES THIS MEAN? |
|---|---|
| Increase the tourism sector's contribution to inclusive economic growth. | Tourism's contribution to the economy is measured by jobs created, contribution to GDP, and revenue generated from tourism activity. Furthermore, as a services export sector, tourism is a significant earner of foreign currency. In the South African context, this growth should be underpinned by the principle of inclusivity to drive tourism-sector transformation.<br><br>An increase in tourism's economic contribution is driven by an increase in domestic and international tourist arrivals as well as an increase in tourist spend. Along with its partners, the Department must create an environment conducive to this increase by ensuring a quality and diverse tourism offering as well as by developing sector capacity. |
| Achieve good corporate and cooperative governance. | We must conduct our business in a manner that creates public confidence in the state. This requires excellent systems for the management of public resources, ridding the system of any inefficiency and enabling oversight by institutions of the state in the interest of the public. |

# STRATEGIC RISKS

| OUTCOMES | RISK NO. | KEY RISKS | RISK MITIGATIONS |
|---|---|---|---|
| **Increase the tourism sector's contribution to inclusive economic growth.** | SR 1 | Slow transformation pace in the tourism sector. | Implement programmes to support sector transformation including the TIP, and Enterprise development programmes. |
| | SR 2 | Safety concerns impacting on visitor experience. | Implement the Tourism Safety Strategy with sector and government partners. |
| | SR 3 | Extreme weather events and climate change impacts on tourism. | • Conduct Climate Change Vulnerability Assessments.<br>• Implement the Climate Change Communication Strategy. |
| | SR 4 | Misinformation and disinformation impacting on the brand of the destination. | Finalise a detailed risk assessment and develop a response. |
| | SR 5 | Inadequate maintenance of tourism infrastructure. | • Identify the tourism infrastructure maintenance needs.<br>• Implement the tourism maintenance programme in state owned assets. |

# ALIGNMENT TO GOVERNMENT PRIORITIES

# ALIGNMENT TO GOVERNMENT PRIORITIES: ECONOMIC RECONSTRUCTION AND RECOVERY PLAN (ERRP)

**Priority interventions for economic recovery**

| | | | |
|---|---|---|---|
| Infrastructure investment | Energy security | Presidential Employment Stimululs | Strategic localisation, industrialisation and export promotion |
| Tourism recovery and growth | The green economy | Food security | Gender equality and economic inclusion |

**Key enablers to restore growth**

- MACROECONOMIC FRAMEWORK FOR FISCAL SUSTAINABILITY
- REGULATORY CHANGES TO ENABLE GROWTH
- BUILDING A CAPABLE STATE
- ECONOMIC DIPLOMACY AND AFRICAN INTEGRATION
- SKILLS DEVELOPMENT

# ALIGNMENT TO GOVERNMENT PRIORITIES: ERRP AND TOURISM SECTOR MASTER PLAN

**Link between the ERRP and the Tourism Sector Recovery Plan (TSRP):**

Tourism has been identified as one of the priority areas of intervention in the ERRP

Tourism Sector has a contribution to make on the following **priorities** of the ERRP:

- Infrastructure
- Mass Public Employment
- Skills Development
- Green Economy Interventions
- Gender Equality and the inclusion of Women and Youth

# TOURISM SECTOR MASTER PLAN

- Tourism Sector Recovery Plan (TSRP), pinpointed recovery interventions required for the tourism sector. However, since the shocks experienced by the sector extended beyond the pandemic, the TSRP was revised into the Tourism Sector Master Plan (TSMP), which aligns with the period of National Tourism Sector Strategy, to stimulate the industry, labour, and government to collectively act on shared goals to deliver tourism economic activity and jobs for the benefit of all South Africans.

- The Department converted the TSMP into the TSMP Masterplan. The Plan was approved by the Cabinet in September 2023 for implementation. The Plan contains three (3) pillars: Protect and Rejuvenate Supply, Reignite Demand, and Strengthen Enabling Capability to support the sector's recovery and long-term sustainability. The goal is to preserve jobs and livelihoods within the sector, facilitate the creation of new job opportunities, match demand and supply, and strengthen transformation in the sector, including empowerment of women, youth, and people with disabilities.

# TOURISM SECTOR MASTER PLAN (TSMP) APPROACH IN INFORMING DEPARTMETAL APP

| THREE STRATECIG THEMES / PILLARS | PROTECT AND REJUVENATE SUPPLY | RE-IGNITE DEMAND | STRENTHENING ENABLING CAPABILITY |
|---|---|---|---|
| SEVEN STRATEGIC INTERVENTIONS | 1. Implement norms and standards for safe operations across the value chain to enable safe travel and rebuild traveller confidence.<br>2. Support for the protection of core tourism infrastructure and assets.. | 3. Stimulate domestic demand through targeted initiatives and campaigns.<br>4. Execute a global marketing programme to reignite international demand. | 5. Strengthen the supply side through resource mobilisation and investment facilitation.<br>6. Tourism Regional Integration.<br>7. Create an enabling policy environment to provide enhanced support for sector growth and development. |
| ENABLERS | Form targeted partnerships between industry and government. | Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety and quicker turnaround times in the processing of tour operators' licences. | Stimulate demand through government consumption. |
| RISKS | Reduced airlift capacity, brand positioning in key source markets and the easing of cross boarder travel restrictions.<br>Domestic travel not picking up in the short to medium term, considering the weak state of the economy and diminishing household disposable income.<br>Tourism is one of the industries most vulnerable to climate change, and South Africa's tourism industry has already felt the effects.<br>Third-party reliance and operational models in respect of infrastructure development programmes. | | |

# DEPARTMENTAL PROGRAMMES: OVERVIEW AND DELIVERABLES

# PROGRAMME 1:ADMINISTRATION

# ADMINISTRATION

The purpose of the Programme is to provide strategic leadership, management and support services to the Department.

The Programme consists of the following sub-programmes:

**1. Strategy and Systems:**

Purpose: To manage and coordinate strategy and systems as well as provide public entity oversight.

**2. Human Resource Management and Development:**

Purpose: To manage the provision of human resource management and development.

**3. Communications:**

Purpose: To manage the coordination and provision of communications support to the Department.

**4. Legal Services:**

Purpose: To manage the provision of legal support services.

**5. Financial Management:**

Purpose: To manage and facilitate the provision of financial management services.

**6. Internal Audit:**

Purpose: To manage the provision of internal audit services.

## Key Deliverables

- **That vacancy rate below 10% of the funded establishment (to attract and retain a capable and ethical workforce in a caring environment).**
- **Compliance with equity targets in terms of departmental Employment Equity Plan through:**
  - Women representation at the SMS level Maintained at a minimum of 50%.
  - Representation of Persons with Disabilities above 3%.
  - 100% implementation of targeted WSP.
- **Ensuring unqualified audit on financial statements.**
- **Departmental expenditure to contribute to the government's economic transformation agenda through:**
  - Minimum 40% expenditure achieved on procurement of goods and services from SMMEs.
  - Minimum 40% expenditure achieved on procurement from women-owned businesses (Exclusion of Procurement from Government institutions, Entities, and Transversal Contracts (e.g. SITA, NT).
- **Departmental expenditure to contribute to the government's economic transformation agenda through 100% Payment of all compliant invoices within 30 days.**
- **Develop four SA Tourism quarterly oversight reports.**
- **Implement 100% of the Annual Internal Audit Plan and Communication Implementation Plan.**

# ADMINISTRATION

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Unqualified audit on financial statements and non-financial performance information.** | | | | | |
| 1. **Audit outcome on financial statements and non-financial performance information.** | Unqualified audit outcome on financial statements and non-financial performance information. | Financial and non-financial performance information submitted to the Auditor-General South Africa (AGSA) and National Treasury (NT). | AGSA audit report received. | • Implementation Plan developed as per AGSA outcomes.<br>• Review internal control measures. | Implementation of audit action plan as per AGSA outcomes. |
| **Output: Departmental expenditure to contribute to the Government's economic transformation agenda.** | | | | | |
| 2. **Percentage procurement of goods and services from SMMEs.** | 40% expenditure achieved on procurement of goods and services from SMMEs. | 40% expenditure achieved on procurement of goods and services from SMMEs. | 40% expenditure achieved on procurement of goods and services from SMMEs. | 40% expenditure achieved on procurement of goods and services from SMMEs. | 40% expenditure achieved on procurement of goods and services from SMMEs. |
| 3. **Percentage of compliant invoices paid within prescribed timeframes.** | 100% Payment of all compliant invoices within 30 days. | 100% of all compliant invoices paid within 30 days. | 100% of all compliant invoices paid within 30 days. | 100% of all compliant invoices paid within 30 days. | 100% of all compliant invoices paid within 30 days. |
| 4. **Percentage of procurement spend from women-owned businesses.** | 40% procurement spend from women-owned businesses. | 40% procurement spend from women-owned businesses. | 40% procurement spend from women-owned businesses. | 40% procurement spend from women-owned businesses. | 40% procurement spend from women-owned businesses. |

# ADMINISTRATION

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Oversight over South African Tourism (SA Tourism).** | | | | | |
| **5. Number of public entity oversight reports developed** | Four SA Tourism quarterly oversight reports developed. | SA Tourism quarterly oversight report developed. | SA Tourism quarterly oversight report developed. | SA Tourism quarterly oversight report developed. | SA Tourism quarterly oversight report developed. |
| **Output: Attract and retain a capable and ethical workforce in a caring environment.** | | | | | |
| **6. Percentage of Vacancy rate.** | Vacancy rate below 10%. | Vacancy rate below 10%. | Vacancy rate below 10%. | Vacancy rate below 10%. | Vacancy rate below 10%. |
| **7. Percentage of compliance with Departmental Employment Equity Targets** | SMS women representation at a minimum of 50%. | SMS Women representation at a minimum of 50%. | SMS Women representation at a minimum of 50%. | SMS Women representation at a minimum of 50%. | SMS Women representation at a minimum of 50%. |
| | Persons with disabilities representation above 3%. | Persons with disabilities representation above 3%. | Persons with disabilities representation above 3%. | Persons with disabilities representation above 3%. | Persons with disabilities representation above 3%. |
| **8. Percentage of Workplace Skills Plan (WSP) implemented.** | 100% implementation of WSP. | 100% of WSP Q1 targets achieved. | 100% of WSP Q2 targets achieved. | 100% of WSP Q3 targets achieved. | 100% of WSP Q4 targets achieved. |
| **Output: Audit reports with recommendations as per the approved Internal Audit Plan** | | | | | |
| **9. Percentage implementation of the Annual Internal Audit Plan.** | 100% implementation of the Annual Internal Audit Plan. | 20% implementation of the Annual Internal Audit Plan. | 30% implementation of the Annual Internal Audit Plan. | 30% implementation of the Annual Internal Audit Plan. | 20% implementation of the Annual Internal Audit Plan. |

# PROGRAMME 2: TOURISM POLICY, RESEARCH AND INTERNATIONAL RELATIONS

# TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

The purpose of the Programme is to enhance the strategic policy environment, monitor the tourism sector's performance and enable stakeholder relations

The Programme consists of the following sub-programmes:

**1. Research and Knowledge Management**

Purpose: Oversees tourism research, knowledge management and impact evaluation of the sector.

**2. Policy Planning and Strategy**

Purpose: Oversees and guides policy and strategy development for the tourism sector, and ensures the efficient and effective management of stakeholder relations.

**3. International Relations and Cooperation**

Purpose: Drives South Africa's interests through international relations and cooperation.

## Key Deliverables

- **Evaluate impact of the Women in Tourism programme.**
- **Monitoring of the new and continuing Capacity Building Programmes.**
- **Assess the conditions of airports in South Africa.**
- **Finalise and publish 2023 Tourism Sector Performance Report.**
- **Develop three Tourism Sector Masterplan (TSMP) Reports.**
- **Advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU.**
- **Sharing of Best Practices Workshop 2025 targeted at African countries with whom SA signed tourism agreements hosted.**
- **Two outreach programmes with the diplomatic community in prioritised countries implemented.**

# TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Provision of knowledge services to inform policy, planning and decision making.** | | | | | |
| 1. **Number of monitoring and evaluation reports on tourism initiatives developed.** | **Eight Monitoring and Evaluation Reports on tourism projects and initiatives developed:** | | | | |
| | 1. Evaluation of the impact of infrastructure supporting tourism projects. | Proposal for the evaluation of the infrastructure supporting tourism projects developed and finalised. | Data collection tools for the evaluation of the infrastructure supporting tourism projects developed and finalised. | Data collection for the evaluation of the infrastructure supporting tourism projects finalised. | Evaluation of the infrastructure supporting tourism projects finalised. |
| | 2. Monitoring of new and continuing Departmental Programmes: National Professional Cookery Programme, Tourism Monitors Programme, Food and Beverage Programme, Food Safety Quality Assurers Programmes. | Monitoring of new and continuing Departmental Programmes undertaken. | Monitoring of new and continuing Departmental Programmes undertaken. | Monitoring of new and continuing Departmental Programmes undertaken. | Monitoring of new and continuing Departmental Programmes undertaken. |
| | 3. Impact evaluation of the Tourism Incentive Programme. | Proposal for the evaluation of the Tourism Incentive Programme developed. | Data collection tools for the evaluation of thee Tourism Incentive programme developed. | Data collection for the evaluation of the Tourism Incentive Programme finalised. | Impact Evaluation Report of the Tourism Incentive Programme developed. |

# TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Provision of knowledge services to inform policy, planning and decision making.** | | | | | |
| 1. **Number of monitoring and evaluation reports on tourism initiatives developed.** | **Eight Monitoring and Evaluation Reports on tourism projects and initiatives developed … CONTINUED** | | | | |
| | 4. Bi-Annual Tourism Sector Performance Reports (2 reports). | Data collection for the development of the First Bi-Annual Tourism Sector Performance Report done. | First Bi-Annual Tourism Sector Performance Report developed. | Data collection for the Second Bi-Annual Tourism Sector Performance Report done. | Second Bi-Annual Tourism Sector Performance Report Developed. |
| | 5. Three Tourism Sector Masterplan (TSMP) Reports developed. | Framework and Template of the quarterly TSMP Monitoring and Implementation Report developed. | Quarterly TSMP implementation report developed. | Quarterly TSMP implementation report developed. | Quarterly TSMP implementation report developed. |
| 2. **Number of knowledge systems developed and maintained** | **One system developed:**<br><br>Market Access Support Programme (MASP) application system: Phase 1 implemented. | Project Planning and Project Scoping undertaken. | User, systems and business requirements developed and finalised. | Commencement of the MASP application system: Phase One. | MASP application system: Phase One developed and implemented. |
| | **One system maintained:**<br><br>Maintenance, support and enhancement of the Tourist Guide Information System (TGIS). | Terms of Reference for the maintenance, support and enhancement of the TGIS developed | TGIS maintained, supported and enhanced. | TGIS maintained, supported and enhanced. | Maintenance, support and enhancement of the TGIS finalised. |

# TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Initiatives facilitated for Regional Integration.** | | | | | |
| **3. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings.** | Leveraging South Africa's tourism interests in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU to advance national priorities | Quarterly report on SA participation in the **UNWTO** structures and training opportunities. | • Quarterly report on SA participation in the **G20** and preparations for SA's Presidency for 2025.<br>• Quarterly report on SA participation in the implementation of the **SADC** Tourism Programme. | • Quarterly report on SA participation in **BRICS** Tourism workstream.<br>• Quarterly report on SA participation in the training opportunities of **IORA**. | Quarterly report on SA participation in the implementation of **AU** Plan of Action on Tourism. |

# TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Initiatives facilitated for Regional Integration.** | | | | | |
| 4. **Sharing of Best Practices Workshop hosted.** | One workshop on sharing of Best Practices Workshop 2025 targeted at African countries with whom SA signed tourism agreements hosted in Eastern Cape Province. | Concept document for the Best Practices Workshop 2025 drafted. | Stakeholder consultation on the concept document for the Best Practices Workshop 2025 conducted. | Concept document for the Best Practices Workshop 2025 finalised. | Sharing of Best Practices Workshop 2025 targeted at African countries with whom SA signed tourism agreements hosted. |
| **Output: South Africa tourism showcase at priority markets.** | | | | | |
| 5. **Number of outreach programmes with the diplomatic community implemented.** | Two outreach programmes to engage tourism trade, media and airlines in prioritised countries implemented. | Stakeholder consultation on the outreach programme to engage tourism trade, media and airlines in prioritised countries conducted. | Concept Note on outreach programme to engage tourism trade, media and airlines in prioritised countries developed. | One outreach programme to engage tourism trade, media and airlines in prioritised countries hosted. | One outreach programme to engage tourism trade, media and airlines in prioritised countries hosted. |

# PROGRAMME 3: DESTINATION DEVELOPMENT

# DESTINATION DEVELOPMENT

**Purpose**

Facilitate and coordinate tourism destination development.

The Programme consists of the following sub-programmes:

**1. Destination Planning and Investment Coordination**

Purpose: To ensures that tourism infrastructure supports the current and future growth of the sector.

**2. Tourism Enhancement**

Purpose: Increases the competitiveness of South Africa's tourism industry.

**3. Working for Tourism**

Purpose: Facilitates the development of tourism infrastructure projects under the Expanded Public Works Programme through labour-intensive methods targeted at youth, women, unemployed and disabled people, and small, medium and micro enterprises.

## Key Deliverables

- **Implementation of the budget resort network and brand concept.**
- **A pipeline of nationally prioritised tourism investment opportunities (*greenfield* and *brownfield projects*) managed.**
- **Two investment promotion platforms facilitated.**
- **Infrastructure maintenance and beautification programme implemented in four (4) provinces:** Gauteng, KwaZulu-Natal, North West and Northern Cape
- **Monitoring of implementation of Twenty-two (22) Community-based Tourism Projects.**
- **Tourism enhancement project implemented in one (1) World Heritage Site: Robben Island Museum (RIM).**
- **5820 Work opportunities created.**

# DESTINATION DEVELOPMENT

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Initiatives undertaken on destination planning and investment coordination.** | | | | | |
| 1. **Number of destinations planning and investment coordination initiatives undertaken.** | **Three Initiatives undertaken:** | | | | |
| | 1. Implementation of the budget resort network and brand concept. | • ToR for shared website and content creation templates published.<br>• ToRs for upgrades/refurbishments assessments developed. | • Service provider for website and templates appointed.<br>• Upgrade/ refurbishment costs assessed. | • Website & templates 1st draft developed.<br>• Pilot products upgrades / refurbishments initiated. | • Website/page tested and finalised to go live.<br>• Pilot products upgrades / refurbishments completed. |
| | 2. A pipeline of nationally prioritised tourism investment opportunities/ projects managed. | • Criteria for tourism investment projects to be promoted developed.<br>• Call for tourism investment projects for promotion published. | Tourism Investment projects for promotion packaged and published. | Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed. | Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed. |
| | 3. Two investment promotion platforms facilitated. | Concept for investment promotion platforms revised. | Concept for investment promotion platforms finalised. | Facilitate one investment promotion platform. | Facilitate one investment promotion platform. |

# DESTINATION DEVELOPMENT

| Output Indicator | Annual Target 2023/24 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Enhancement initiatives on tourist attraction supported.** | | | | | |
| **2. Number of destination enhancement initiatives supported.** | **Three initiatives supported:** | | | | |
| | 1. Infrastructure maintenance and beautification programme implemented in four (4) provinces:<br>• Gauteng<br>• KwaZulu-Natal<br>• North West<br>• Northern Cape | Report on the progress made on the project deliverables of the infrastructure Maintenance and Beautification Programme in each of the 4 selected provinces. | Report on the progress made on the project deliverables of the infrastructure Maintenance and Beautification Programme in each of the 4 selected provinces. | Report on the progress made on the project deliverables of the infrastructure Maintenance and Beautification Programme in each of the 4 selected provinces. | Report on the progress made on the project deliverables of the infrastructure Maintenance and Beautification Programme in each of the 4 selected provinces. |
| | 2. Monitoring of Implementation of Twenty-two (22) Community-based Tourism Projects. | Implementation Twenty-two (22) Community-based Tourism Projects monitored. | Implementation Twenty-two (22) Community-based Tourism Projects monitored. | Implementation Twenty-two (22) Community-based Tourism Projects monitored. | Implementation Twenty-two (22) Community-based Tourism Projects monitored. |
| | 3. Tourism enhancement projects implemented in one (1) World Heritage Site: Robben Island Museum (RIM) | Progress report on the development of Alpha I Recreational Lounge at RIM. | Progress report on the development of Alpha I Recreational Lounge at RIM. | Progress report on the development of Alpha I Recreational Lounge at RIM. | Progress report on the development of Alpha I Recreational Lounge at RIM. |
| **3. Number of work opportunities created through Working for Tourism projects** | 5820 Work opportunities created (Note: A request is being made to review the WO targets to align with available budgets) | 873 | 873 | 2037 | 2037 |

# PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

# TOURISM SECTOR SUPPORT SERVICES

The purpose of the Programme is to enhance transformation, increase skill levels and support the development of the sector to ensure that South Africa is a competitive tourism destination.

The Programme consists of the following sub-programmes:

## 1. Tourism Human Resource Development

Purpose: Manages and facilitates the efficient management and implementation of tourism sector human resource development initiatives.

## 2. Enterprise Development and Transformation

Purpose: Manages and facilitates inclusive participation and sustainability in the tourism sector.

## 3. Tourism Visitor Services and Experiences

Purpose: Manage and coordinate information integrity and facilitates accurate information for travelling.

## 4. Tourism Incentive Programme

Purpose: Manages the establishment of capital and non-capital tourism incentives to promote and encourage tourism development and growth.

# TOURISM SECTOR SUPPORT SERVICES

**Purpose**

Enhance transformation, increase skill levels and support the development of the sector to ensure that South Africa is a competitive tourism destination.

## Key Deliverables

- **Implementation of the Green Tourism Incentive Programme (GTIP).**
- **Four domestic tourism campaigns implemented:** Social Tourism, Sports Tourism, Festive Season and Easter Season.
- **Business Incubation programme implemented.**
- **150 SMMEs provided with compliance and resilience support.**
- **RECP Training and Business Support Programme implemented.**
- **Implement Service Excellence Standard (SANS: 1197) with a focus on Small Towns and Tourism Product support.**
- **Implementation of the Tourism Monitors Programme in all provinces.**
- **Joint tourist safety awareness sessions conducted.**
- **2700 unemployed youth trained on norms and standards for safe tourism operations.**
- **250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces.**
- **NTCE 2024 hosted.**
- **50 chefs undergo an RPL process.**
- **450 unemployed youth trained on identified skills development programmes.**

# TOURISM SECTOR SUPPORT SERVICES

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Accelerate the transformation of the tourism sector through incentive programmes** | | | | | |
| 1. **Number of incentive programmes implemented** | **One incentive programme implemented:**<br><br>Green Tourism Incentive Programme (GTIP). | Report on implementation progress for one incentive programme (GTIP) for the quarter submitted. | Report on implementation progress for one incentive programme (GTIP) for the quarter submitted. | Report on implementation progress for one incentive programme (GTIP) for the quarter submitted. | Report on implementation progress for one incentive programme (GTIP) for the quarter submitted. |
| **Output: Stimulate domestic tourism through implementation of awareness campaigns.** | | | | | |
| 2. **Number of Domestic Tourism Awareness Programmes implemented** | **Four domestic tourism campaigns implemented:**<br><br>• Social Tourism.<br>• Sports Tourism.<br>• Festive Season.<br>• Easter Season. | • Concept document for the implementation of the four Domestic Tourism Awareness campaigns developed.<br>• Social Tourism campaign Implemented | Sports Tourism Campaign implemented | Festive Tourism campaign Implemented | Easter campaign Implemented |

# TOURISM SECTOR SUPPORT SERVICES

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Implementation of initiatives to support tourism SMMEs.** | | | | | |
| **3. Number of initiatives implemented to support tourism SMMEs.** | **Three initiatives implemented to support tourism SMMEs:** | | | | |
| | I. Business Incubation programme implemented: | Business Support and Development Incubation Programme implemented through: | Business Support and Development Incubation Programme implemented through: | Business Support and Development Incubation Programme implemented through: | Business Support and Development Incubation Programme implemented through: |
| | i. Community-based Tourism Enterprises Incubator | i. Community-based Tourism Enterprises Incubator. | i. Community-based Tourism Enterprises Incubator. | i. Community-based Tourism Enterprises Incubator. | i. Community-based Tourism Enterprises Incubator. |
| | ii. Business Advisory Services focusing on Women in Tourism in Limpopo | ii. Business Advisory Services focusing on Women in Tourism in Limpopo implemented. | ii. Business Advisory Services focusing on Women in Tourism in Limpopo implemented. | ii. Business Advisory Services focusing on Women in Tourism in Limpopo implemented. | i. Business Advisory Services focusing on Women in Tourism in Limpopo implemented. |
| | iii. Business Advisory Services focusing on Homestay Pilot Programme. | iii. Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape. | iii. Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape. | iii. Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape. | ii. Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape |

# TOURISM SECTOR SUPPORT SERVICES

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Implementation of initiatives to support tourism SMMEs** | | | | | |
| **3. Number of initiatives implemented to support tourism SMMEs.** | **Three initiatives implemented to support tourism SMMEs … continued:** | | | | |
| | 2. 150 SMMEs supported with compliance and resilience support. | Demand analysis for support required. | Matching with SMMEs and contracting. | Implementation of compliance and resilience support provided to 150 SMMEs. | Compliance and resilience support provided to 150 SMMEs and annual report developed. |
| | 3. Resource Efficiency Cleaner Production (RECP) Training and Business Support Programme implemented. | RECP Training and Business Support Programme implemented. | RECP Training and Business Support Programme implemented. | RECP Training and Business Support Programme implemented. | RECP Training and Business Support Programme implemented and annual report developed. |

# TOURISM SECTOR SUPPORT SERVICES

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Implementation of programmes to enhance visitor service and experiences.** | | | | | |
| **4. Number of programmes implemented to enhance visitor service and experiences.** | **Three programmes implemented:** | | | | |
| | 1. Implementation of Service Excellence Standard (SANS: 1197) with focus on:<br>• Small Towns<br>• Tourism product support. | Stakeholder consultation with the Provincial Tourism Office, Municipality and Tourism Stakeholders | Capacity building Provincial Tourism Office, Municipality, and Tourism Stakeholders conducted. | Service Excellence. needs analysis and assessment conducted for tourism service providers and municipality. | Report on the implementation of the Service Excellence Standard (SANS:1197) focusing on Small Towns and Tourism product support. |
| | 2. Implementation of the Tourism Monitors Programme in all provinces including the following entities:<br>• SANBI Gardens<br>• iSimangaliso Wetland Park<br>• ACSA Managed Airports<br>• Ezemvelo Nature Reserve | Report on the implementation of the Tourism Monitors Programme, including entities, developed. | Report on the implementation of the Tourism Monitors Programme, including entities, developed. | Report on the implementation of the Tourism Monitors Programme, including entities, developed. | Report on the implementation of the Tourism Monitors Programme including:<br>• SANBI Gardens<br>• iSimangaliso Wetland Park<br>• ACSA Managed Airports<br>• Ezemvelo Nature Reserve |

# TOURISM SECTOR SUPPORT SERVICES

| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Prioritised programmes implemented to enhance visitor service and experiences.** | | | | | |
| **4. Number of programmes implemented to enhance visitor service and experiences.** | **Three programmes implemented … continued:** | | | | |
| | 3. Joint tourist safety Campaigns sessions conducted. | • Joint tourist safety awareness sessions conducted.<br>• Report on the session developed. | • Joint tourist safety awareness sessions conducted.<br>• Report on the session developed. | • Joint tourist safety awareness sessions conducted.<br>• Report on the session developed. | • Joint tourist safety awareness sessions conducted.<br>• Report on the joint tourist safety awareness sessions session developed. |
| **Output: Enhance skills in the Tourism sector.** | | | | | |
| **5. Number of capacity-building programmes implemented** | **Five capacity building programmes implemented:** | | | | |
| | 1. 2700 unemployed youth trained on norms and standards for safe tourism operations. | 675 unemployed youth trained on norms and standards for safe tourism operations. | 675 unemployed youth trained on norms and standards for safe tourism operations. | 675 unemployed youth trained on norms and standards for safe tourism operations. | • 675 unemployed youth trained on norms and standards for safe tourism operations.<br>• Annual report compiled for training of 2700 unemployed youth on norms and standards for safe tourism operations. |

# TOURISM SECTOR SUPPORT SERVICES

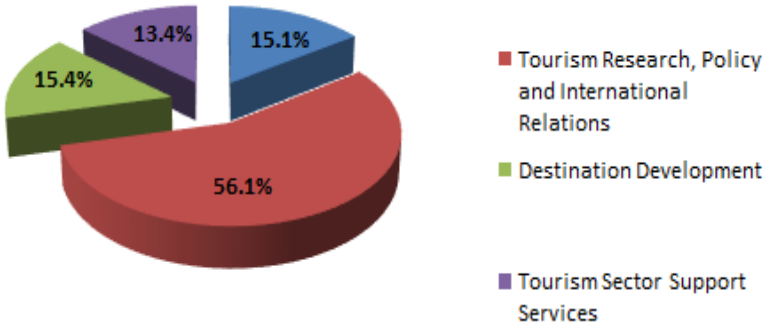
| Output Indicator | Annual Target 2024/25 | Quarterly Targets | | | |
|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 |
| **Output: Enhance skills in the Tourism sector.** | | | | | |
| **5. Number of capacity-building programmes implemented** | **5. Five capacity building programmes implemented … continued.** | | | | |
| | 2. 250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces. | Project plan for training of 250 SMMEs developed. | Recruitment and selection of SMMEs undertaken. | Training of 125 SMMEs on the norms and standards for safe tourism operations in five provinces. | • Training of 125 SMMEs on the norms and standards for safe tourism operations in four provinces.<br>• Report compiled on the 250 SMMEs trained on norms and standards for safe tourism operations in all 9 provinces. |
| | 3. NTCE 2024 hosted. | Project Plan for hosting of NTCE 2024 developed. | NTCE 2024 Project Plan deliverables implemented. | NTCE 2024 hosted.<br>Draft Close Out Report developed. | NTCE 2024 Close Out Report finalised. |
| | 4. 50 Chefs undergo an RPL process. | Project Plan developed and approved for the RPL of 50 Chefs | Recruitment, selection and induction of learners for RPL process. | Report on the implementation of the training of learners for RPL process. | Report on the implementation of training for 50 Chefs for RPL process. |
| | 5. 450 unemployed youth trained on identified skills development programmes. | Training delivery and placement of 240 unemployment youth with the host employers. | Training delivery and placement of 210 unemployed youth with the host employers. | Develop Concept Document for the new skills development programmes. | • Concept Document for the evaluation of skills development programmes approved.<br>• Annual report compiled for training and placement of 450 unemployed youth on various skills development programmes |

# FINANCIAL INFORMATION

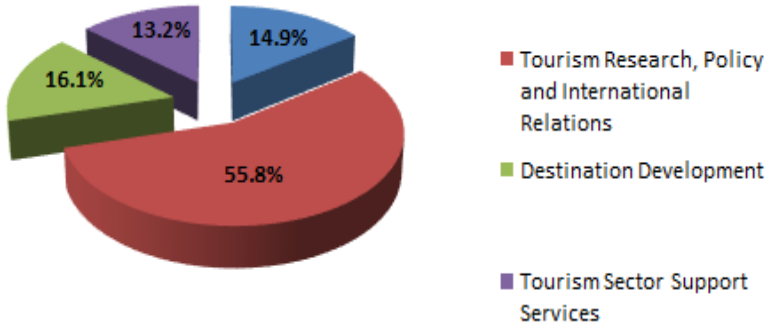
# DEPARTMENTAL MTEF BASELINE (PER PROGRAMME)

| Programme | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Administration | 324 891 | **12.9%** | 359 427 | **15.1%** | 372 446 | **14.9%** | 385 676 | **14.7%** |
| Tourism Research, Policy and International Relations | 1 435 238 | **56.9%** | 1 335 623 | **56.1%** | 1 397 451 | **55.8%** | 1 462 272 | **55.8%** |
| Destination Development | 401 105 | **15.9%** | 367 801 | **15.4%** | 401 958 | **16.1%** | 421 739 | **16.1%** |
| Tourism Sector Support Services | 363 010 | **14.4%** | 318 057 | **13.4%** | 330 797 | **13.2%** | 349 183 | **13.3%** |
| **TOTAL** | **2 524 244** | | **2 380 908** | | **2 502 652** | | **2 618 870** | |

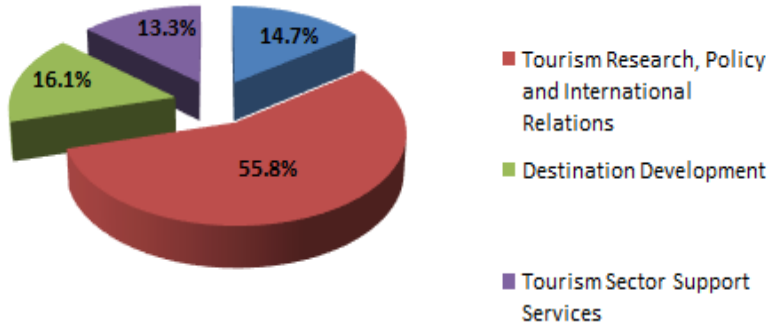
**2024/25**




**2025/26**



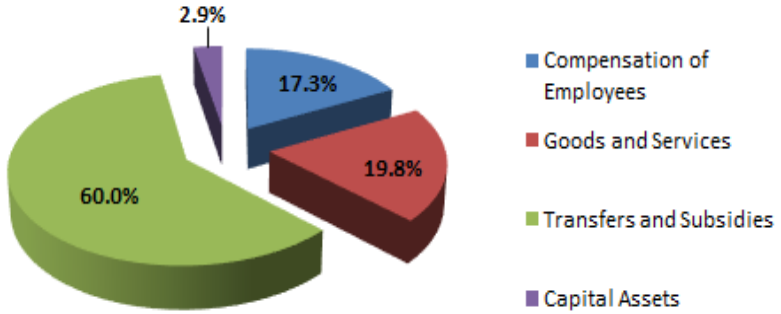

**2026/27**



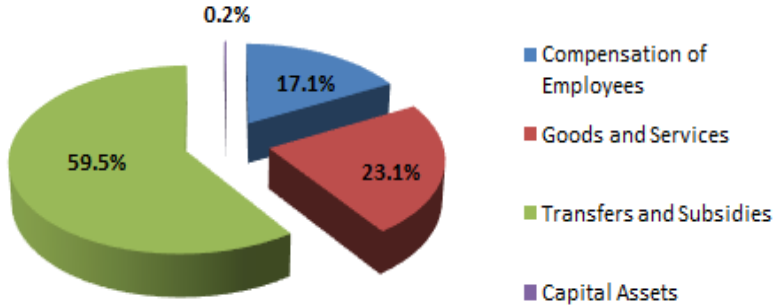
# DEPARTMENTAL MTEF BASELINE (ECONOMIC CLASSIFICATION)

| Economic Classification | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Compensation of Employees | 374 463 | **14.8%** | 411 949 | **17.3%** | 429 134 | **17.1%** | 447 824 | **17.1%** |
| Goods and Services | 564 512 | **22.4%** | 471 201 | **19.8%** | 579 160 | **23.1%** | 606 601 | **23.2%** |
| Transfers and Subsidies | 1 581 786 | **62.7%** | 1 427 610 | **60.0%** | 1 489 297 | **59.5%** | 1 559 299 | **59.5%** |
| Capital Assets | 3 483 | **0.1%** | 70 148 | **2.9%** | 5 061 | **0.2%** | 5 146 | **0.2%** |
| **TOTAL** | **2 524 244** | | **2 380 908** | | **2 502 652** | | **2 618 870** | |

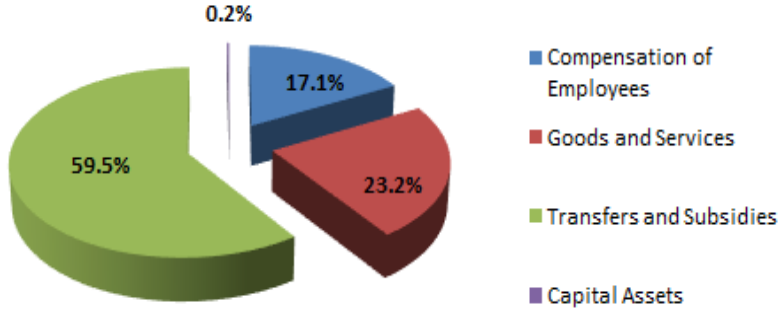
**2024/25**




**2025/26**



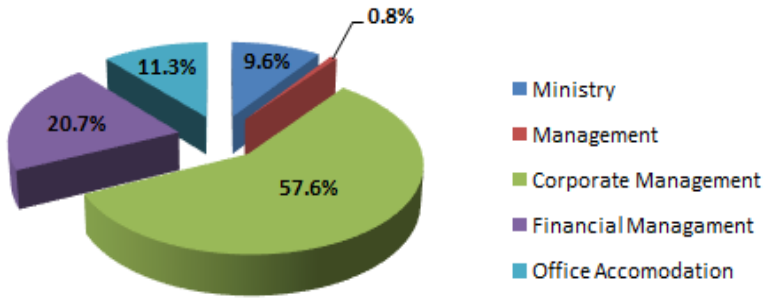

**2026/27**



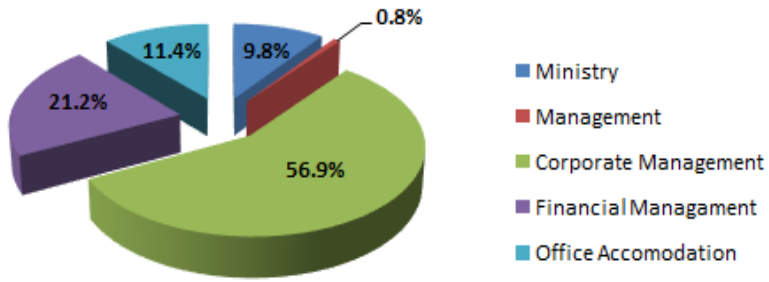
# MTEF BASELINE - PROGRAMME 1: ADMINISTRATION (PER SUB-PROGRAMME)

| Sub - Programme | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Ministry | 37 569 | 11.6% | 34 413 | 9.6% | 36 363 | 9.8% | 38 371 | 9.9% |
| Management | 3 353 | 1.0% | 2 728 | 0.8% | 2 882 | 0.8% | 3 042 | 0.8% |
| Corporate Management | 181 964 | 56.0% | 207 186 | 57.6% | 211 758 | 56.9% | 217 028 | 56.3% |
| Financial Managament | 63 198 | 19.5% | 74 550 | 20.7% | 78 912 | 21.2% | 82 703 | 21.4% |
| Office Accomodation | 38 807 | 11.9% | 40 550 | 11.3% | 42 531 | 11.4% | 44 532 | 11.5% |
| **TOTAL** | **324 891** | | **359 427** | | **372 446** | | **385 676** | |

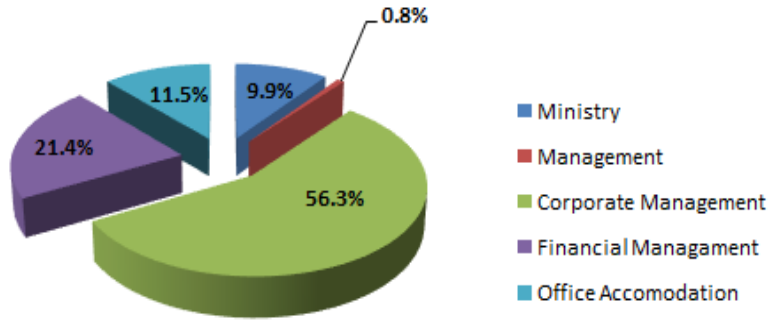
**2024/25**




**2025/26**



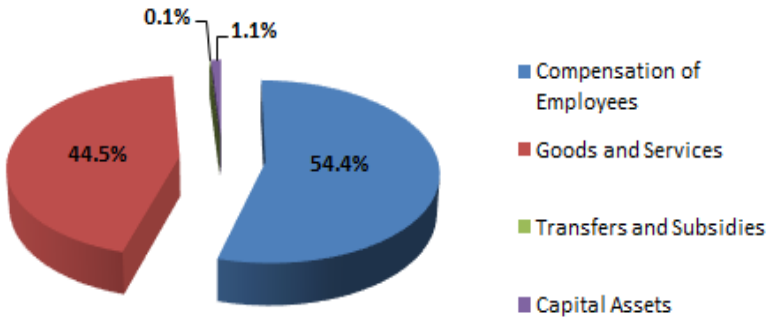

**2026/27**



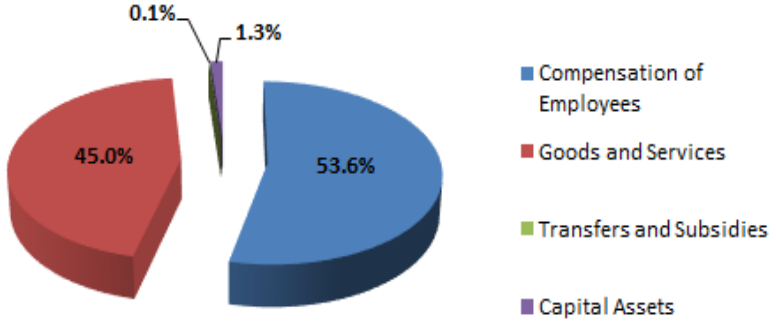
# MTEF BASELINE - PROGRAMME 1: ADMINISTRATION (ECONOMIC CLASSIFICATION)

| Economic Classification | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Compensation of Employees | 169 145 | **52.1%** | 195 617 | **54.4%** | 199 722 | **53.6%** | 204 820 | **53.1%** |
| Goods and Services | 152 743 | **47.0%** | 159 830 | **44.5%** | 167 741 | **45.0%** | 175 638 | **45.5%** |
| Transfers and Subsidies | 194 | **0.1%** | 203 | **0.1%** | 212 | **0.1%** | 222 | **0.1%** |
| Capital Assets | 2 809 | **0.9%** | 3 777 | **1.1%** | 4 771 | **1.3%** | 4 996 | **1.3%** |
| **TOTAL** | **324 891** | | **359 427** | | **372 446** | | **385 676** | |

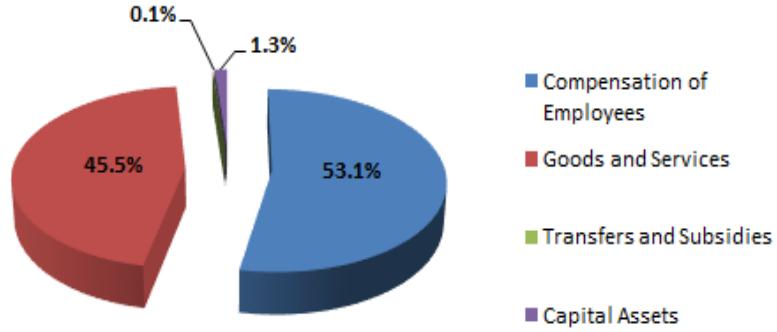
**2024/25**




**2025/26**



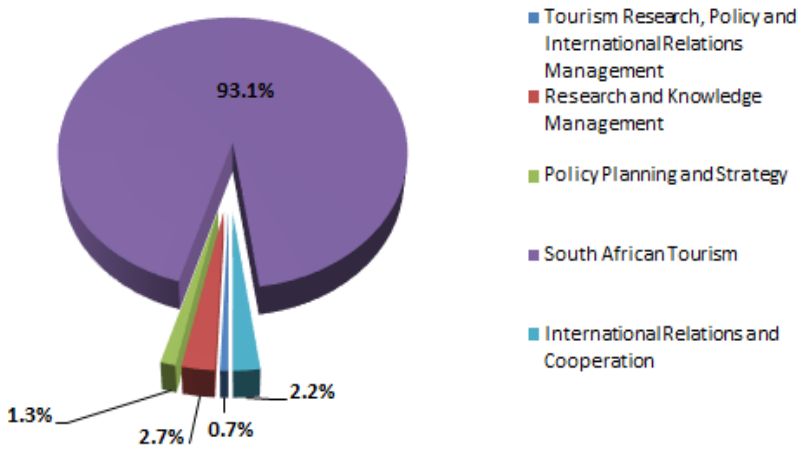

**2026/27**



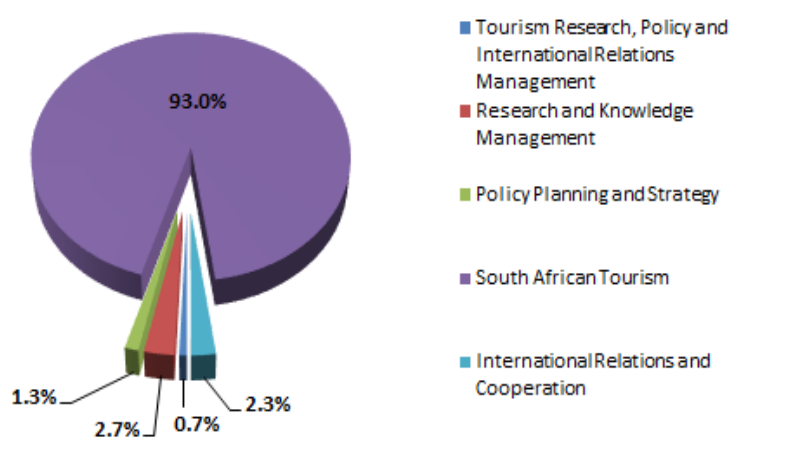
# MTEF BASELINE - PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (PER SUB-PROGRAMME)

| Sub - Programme | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Tourism Research, Policy and International Relations Management | 9 967 | **0.7%** | 9 050 | **0.7%** | 9 556 | **0.7%** | 10 081 | **0.7%** |
| Research and Knowledge Management | 34 671 | **2.4%** | 36 306 | **2.7%** | 38 350 | **2.7%** | 40 472 | **2.8%** |
| Policy Planning and Strategy | 15 448 | **1.1%** | 16 844 | **1.3%** | 17 810 | **1.3%** | 18 807 | **1.3%** |
| South African Tourism | 1 344 672 | **93.7%** | 1 243 555 | **93.1%** | 1 300 207 | **93.0%** | 1 359 666 | **93.0%** |
| International Relations and Cooperation | 30 480 | **2.1%** | 29 868 | **2.2%** | 31 528 | **2.3%** | 33 246 | **2.3%** |
| **TOTAL** | **1 435 238** | | **1 335 623** | | **1 397 451** | | **1 462 272** | |

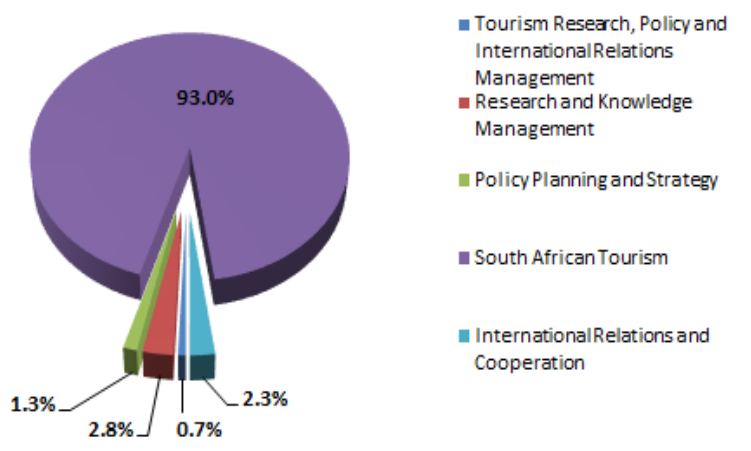
**2024/25**




**2025/26**



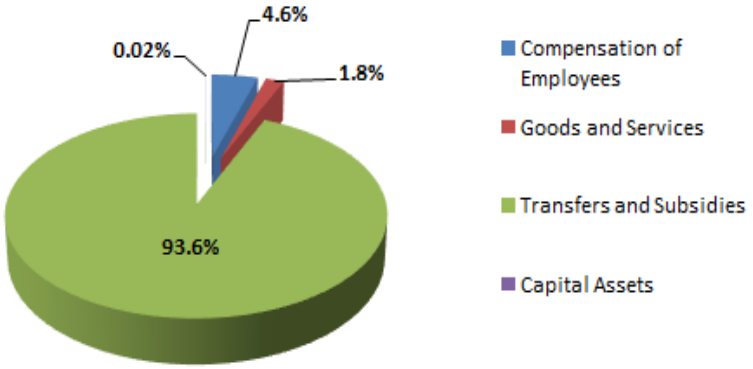

**2026/27**



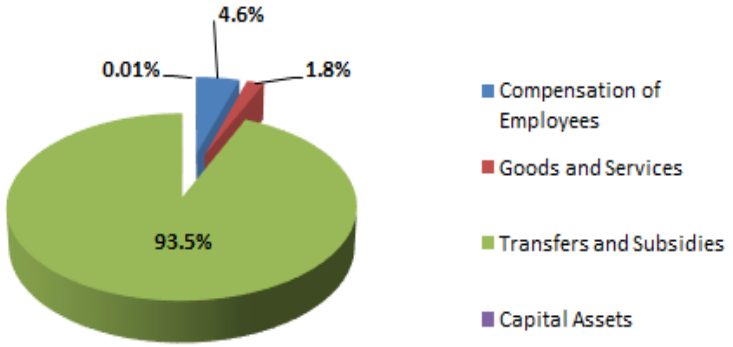
# MTEF BASELINE - PROGRAMME 2:TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (ECONOMIC CLASSIFICATION)

| Economic Classification | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Compensation of Employees | 60 779 | **4.2%** | 60 777 | **4.6%** | 64 452 | **4.6%** | 68 271 | **4.7%** |
| Goods and Services | 22 768 | **1.6%** | 24 331 | **1.8%** | 25 691 | **1.8%** | 27 007 | **1.8%** |
| Transfers and Subsidies | 1 351 036 | **94.1%** | 1 250 257 | **93.6%** | 1 307 208 | **93.5%** | 1 366 994 | **93.5%** |
| Capital Assets | 655 | **0.0%** | 258 | **0.02%** | 100 | **0.01%** | - | **0.00%** |
| **TOTAL** | **1 435 238** | | **1 335 623** | | **1 397 451** | | **1 462 272** | |

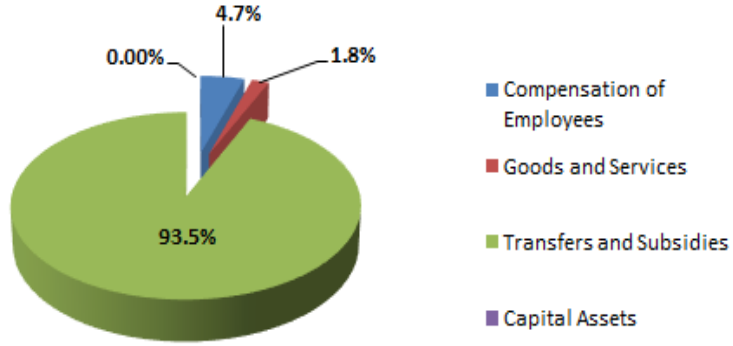
**2024/25**




**2025/26**



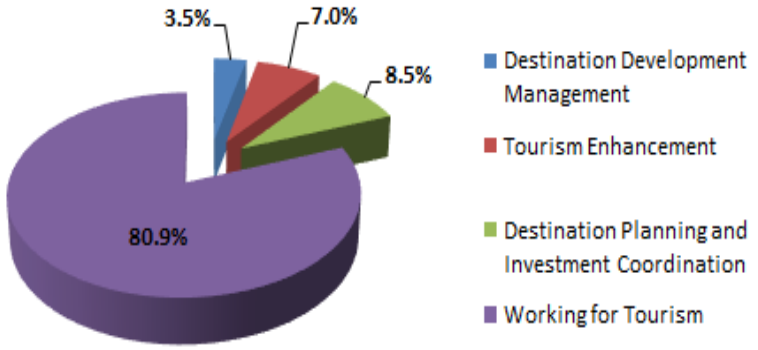

**2026/27**



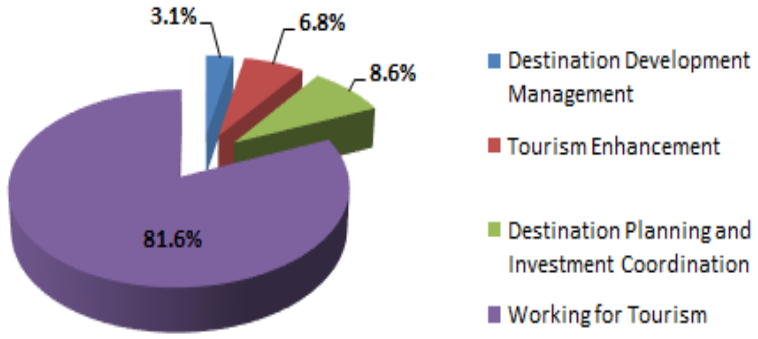
# MTEF BASELINE - PROGRAMME 3: DESTINATION DEVELOPMENT (PER SUB-PROGRAMME)

| Sub - Programme | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Destination Development Management | 10 694 | **2.7%** | 12 905 | **3.5%** | 12 286 | **3.1%** | 11 942 | **2.8%** |
| Tourism Enhancement | 24 170 | **6.0%** | 25 817 | **7.0%** | 27 271 | **6.8%** | 28 767 | **6.8%** |
| Destination Planning and Investment Coordination | 31 482 | **7.8%** | 31 424 | **8.5%** | 34 518 | **8.6%** | 37 380 | **8.9%** |
| Working for Tourism | 334 759 | **83.5%** | 297 655 | **80.9%** | 327 883 | **81.6%** | 343 650 | **81.5%** |
| **TOTAL** | **401 105** | | **367 801** | | **401 958** | | **421 739** | |

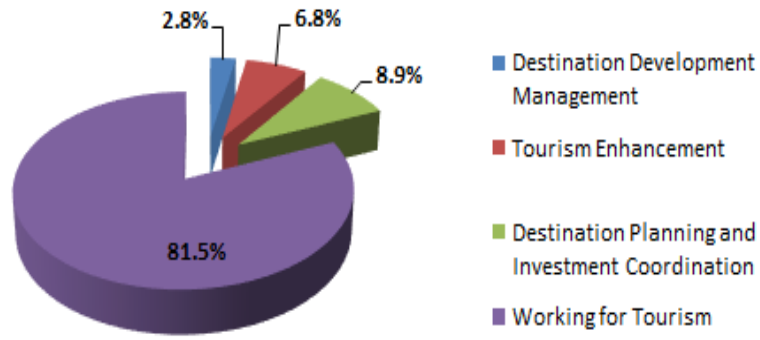
**2024/25**




**2025/26**



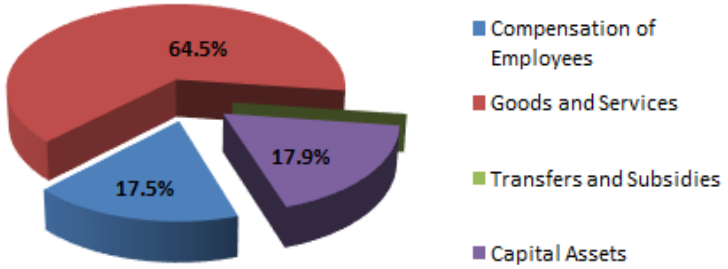

**2026/27**



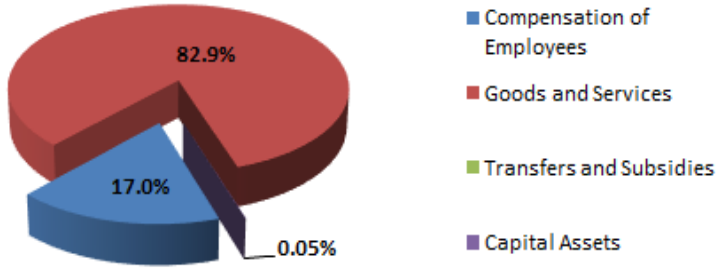
# MTEF BASELINE - PROGRAMME 3: DESTINATION DEVELOPMENT (ECONOMIC CLASSIFICATION)

| Economic Classification | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Compensation of Employees | 61 138 | **15.2%** | 64 530 | **17.5%** | 68 433 | **17.0%** | 72 490 | **17.2%** |
| Goods and Services | 339 948 | **84.8%** | 237 403 | **64.5%** | 333 335 | **82.9%** | 349 099 | **82.8%** |
| Transfers and Subsidies | - | **0.0%** | - | **0.0%** | - | **0.0%** | - | **0.0%** |
| Capital Assets | 19 | **0.00%** | 65 868 | **17.9%** | 190 | **0.05%** | 150 | **0.04%** |
| **TOTAL** | **401 105** | | **367 801** | | **401 958** | | **421 739** | |

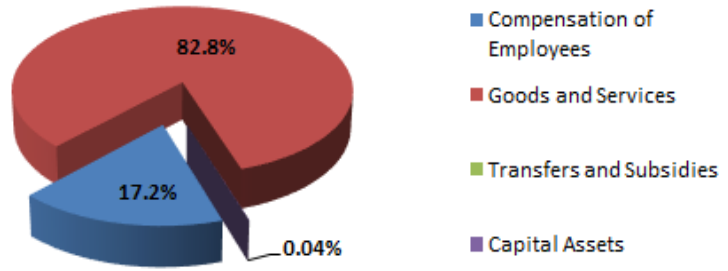
**2024/25**




**2025/26**



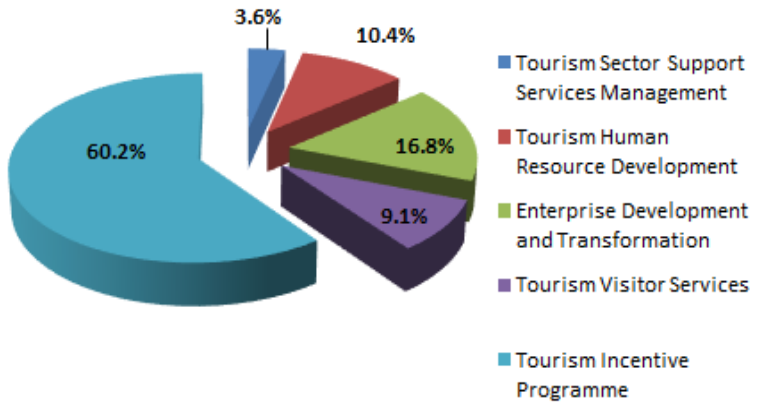

**2026/27**



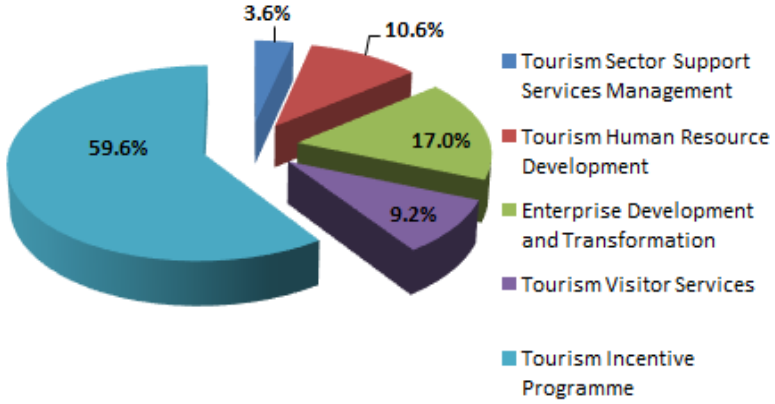
# MTEF BASELINE - PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (PER SUB-PROGRAMME)

| Programme | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Tourism Sector Support Services Management | 11 742 | **3.2%** | 11 353 | **3.6%** | 11 964 | **3.6%** | 12 563 | **3.6%** |
| Tourism Human Resource Development | 31 635 | **8.7%** | 33 065 | **10.4%** | 34 917 | **10.6%** | 36 844 | **10.6%** |
| Enterprise Development and Transformation | 50 093 | **13.8%** | 53 308 | **16.8%** | 56 274 | **17.0%** | 59 268 | **17.0%** |
| Tourism Visitor Services | 26 436 | **7.3%** | 28 886 | **9.1%** | 30 579 | **9.2%** | 32 333 | **9.3%** |
| Tourism Incentive Programme | 243 104 | **67.0%** | 191 445 | **60.2%** | 197 063 | **59.6%** | 208 175 | **59.6%** |
| **TOTAL** | **363 010** | | **318 057** | | **330 797** | | **349 183** | |

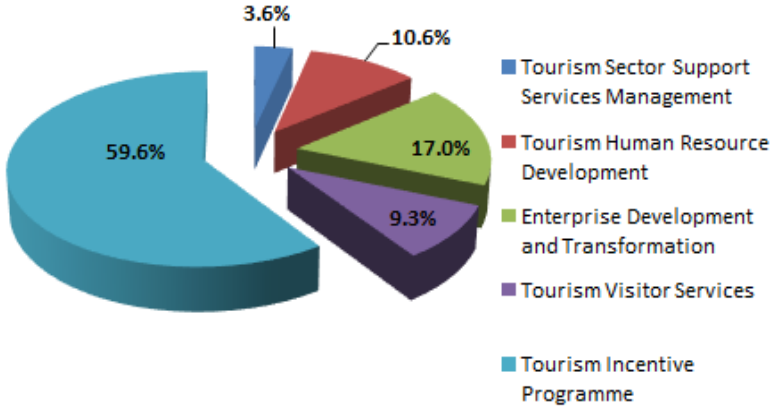
**2024/25**




**2025/26**



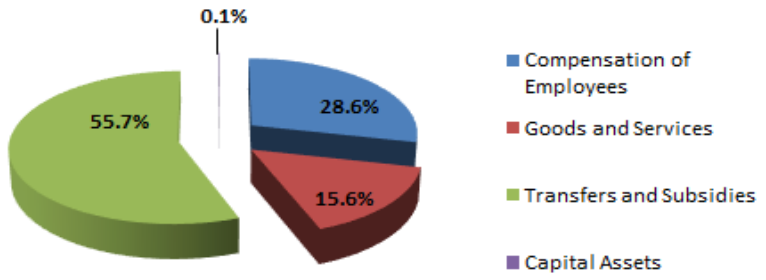

**2026/27**



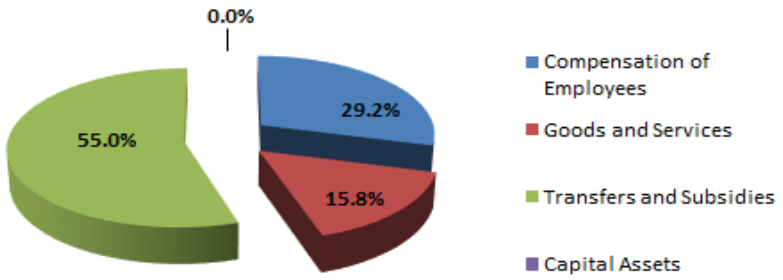
# MTEF BASELINE - PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (ECONOMIC CLASSIFICATION)

| Economic Classification | 2023/24 R'000 | % of Total | 2024/25 R'000 | % of Total | 2025/26 R'000 | % of Total | 2026/27 R'000 | % of Total |
|---|---|---|---|---|---|---|---|---|
| Compensation of Employees | 83 401 | **23.0%** | 91 025 | **28.6%** | 96 527 | **29.2%** | 102 243 | **29.3%** |
| Goods and Services | 49 053 | **13.5%** | 49 637 | **15.6%** | 52 393 | **15.8%** | 54 857 | **15.7%** |
| Transfers and Subsidies | 230 556 | **63.5%** | 177 150 | **55.7%** | 181 877 | **55.0%** | 192 083 | **55.0%** |
| Capital Assets | - | **0.00%** | 245 | **0.1%** | - | **0.0%** | - | **0.0%** |
| **TOTAL** | **363 010** | | **318 057** | | **330 797** | | **349 183** | |

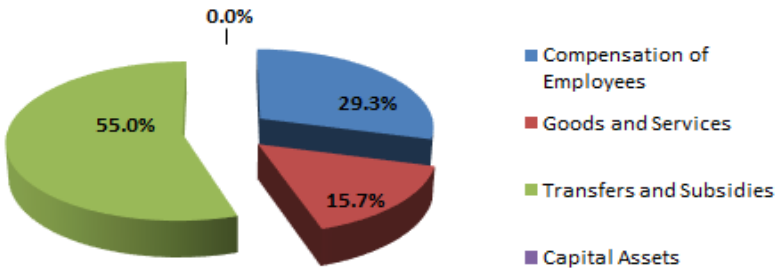
**2024/25**




**2025/26**




**2026/27**



# ABBREVIATIONS AND ACRONYMS

| | | | | | |
|---|---|---|---|---|---|
| **AGSA** | **Auditor-General of South Africa** | **NC** | **Northern Cape** | **MP** | **Mpumalanga Province** |
| **AU** | African Union | **NP** | National Park | **TSRP** | Tourism Sector Recovery Plan |
| **APP** | Annual Performance Plan | **DFIs** | Development Finance Institutions | | |
| **B-BBEE** | Broad-Based Black Economic Empowerment | **NT** | National Tourism | **TEF** | Tourism Equity Fund |
| **BRICS** | Brazil, Russia, India, China, South Africa | **NTCE** | National Tourism Careers Expo | **UNWTO** | United Nations World Tourism Organisation |
| **COVID-19** | Corona Virus Disease | **NTIMS** | National Tourism Information and Monitoring System | **WC** | Western Cape |
| **CSD** | Central Supplier Database | **DDG** | Deputy Director-General | **FTEs** | Full-time equivalent |
| **CMT** | Coastal and Marine Tourism | **DDM** | District Development Model | **HYP** | Hospitality Youth Programme |
| **DBSA** | Development Bank of South Africa | **NTSS** | National Tourism Sector Strategy | **WEF** | World Economic Forum |
| **DPSA** | Department of Public Service and Administration | **NW** | North West | **WIT** | Women in Tourism |
| **EC** | Eastern Cape | **PSC** | Public Service Commission | **WSP** | Workplace Skills Plan |
| **ERRP** | Economic Reconstruction and Recovery Plan | **RMC** | Risk Management Committee | **EE** | Employment Equity |
| **FS** | Free State | **RPL** | Recognition of Prior Learning | **EDP** | Executive Development Programme |
| **GDP** | Gross Domestic Product | **SADC** | Southern African Development Community | **EPWP** | Expanded Public Works Programme |
| **GP** | Gauteng Province | **SANBI** | South African National Biodiversity Institute | **ERRP** | Economic Reconstruction and Recovery Plan |
| **GTIP** | Green Tourism Incentive Programme | **SANParks** | South African National Parks | **FEDHASA** | Federated Hospitality Association of South Africa |
| **HYP** | Hospitality Youth Programme | **SAT** | South African Tourism | **IATA** | International Air Transport Association |
| **IORA** | Indian Ocean Rim Association | **SMME** | Small, Medium and Micro Enterprises | **IORA** | Indian Ocean Rim Association |
| **KZN** | KwaZulu-Natal | **SMS** | Senior Management Service | **GTIP** | Green Tourism Incentive Programme |
| **LP** | Limpopo Province | **SOEs** | State-Owned Enterprises | **IMF** | International Monetary Fund |
| **MMS** | Middle Management Services | **STR** | State of Tourism Report | **G20** | Group of 20: Intergovernmental Forum comprising 19 countries and the European Union |

# THANK YOU