

# DEPARTMENT OF TOURISM'S ANNUAL PERFORMANCE REPORT FOR 2023/24 FINANCIAL YEAR

## PRESENTATION TO THE PORTFOLIO COMMITTEE ON TOURISM

8 OCTOBER 2024

broadening horizons



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



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# I. 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 1996 White Paper on the Development and Promotion of Tourism in South Africa was reviewed, and the new White Paper was gazetted on 4 October 2024.
- The National Development Plan (NDP) is the country's 2030 vision. It envisions rising employment, productivity, and incomes as a long-term solution to reducing inequality, improving 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 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.



## 2. PERFORMANCE OVERVIEW



## 2023-24 ANNUAL PERFORMANCE OVERVIEW

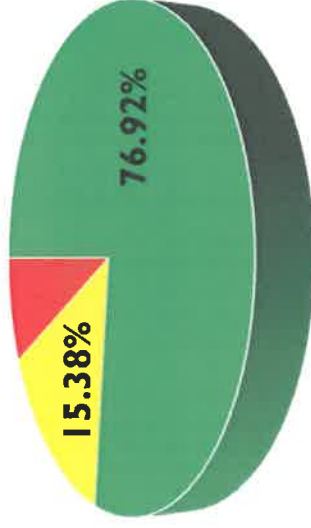
| Branches / Programmes                                | Achieved                 | Not achieved; significant work done | Not achieved; intervention required | Insufficient information to express opinion |
|------------------------------------------------------|--------------------------|-------------------------------------|-------------------------------------|---------------------------------------------|
| Administration                                       | 76.92% (10 of 13)        | 15.38% (2 of 13)                    | 7.69% (1 of 13)                     | 0,00% (0 of 13)                             |
| Tourism Research, Policy and International Relations | 100,00% (11 of 11)       | 0,00% (0 of 11)                     | 0,00% (0 of 11)                     | 0,00% (0 of 11)                             |
| Destination Development                              | 100,00% (8 of 8)         | 0,00% (0 of 8)                      | 0,00% (0 of 8)                      | 0,00% (0 of 8)                              |
| Tourism Sector Support Services                      | 100,00% (14 of 14)       | 0,00% (0 of 14)                     | 0,00% (0 of 14)                     | 0,00% (0 of 14)                             |
| <b>Total</b>                                         | <b>93,48% (43 of 46)</b> | <b>4,35% (2 of 46)</b>              | <b>2,17% (1 of 46)</b>              | <b>0,00% (0 of 46)</b>                      |



## BRANCHES' ANNUAL PERFORMANCE OVERVIEW

### Administration

7.69%



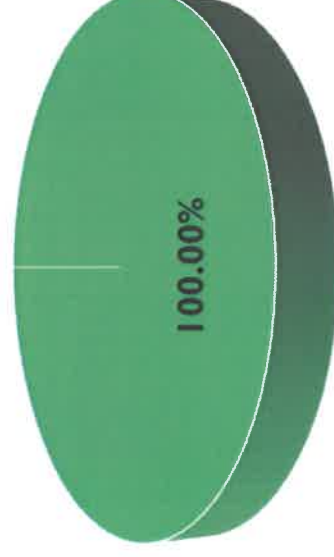
### Tourism Research, Policy and International Relations



### Destination Development

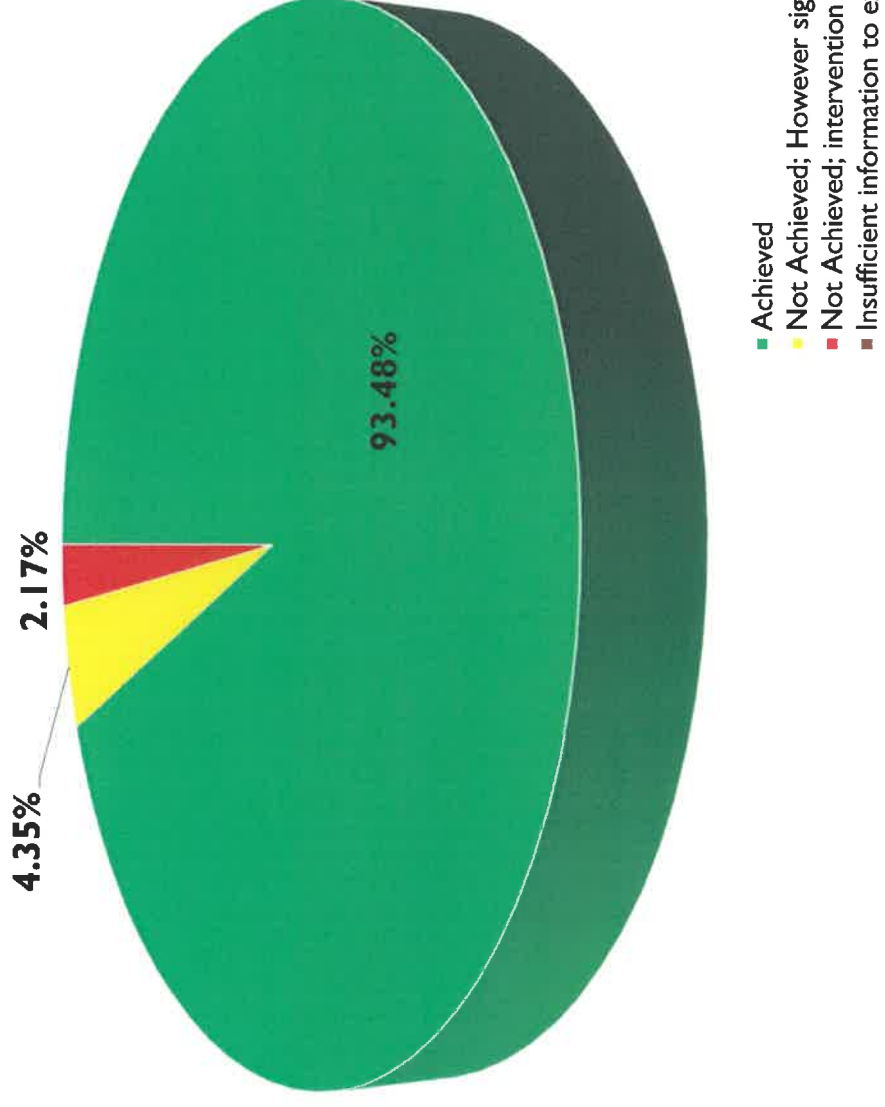


### Tourism Sector Support Services



## 2023-24 ANNUAL PERFORMANCE OVERVIEW

### Department's Annual Performance Overview



### 3. PROGRAMME PERFORMANCE INFORMATION



## **3.1 PROGRAMME I: ADMINISTRATION**



| Outcome: Achieve good corporate and cooperative governance.           |                                                                        |                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                      | Annual Target                                                          | Actual Performance                                                                                                                                                                                                                                                                                                      |
| 1. Audit outcome on financial statements and performance information. | Unqualified audit on financial statements and performance information. | Unqualified with no findings, a clean audit outcome on financial statements and performance information was achieved.                                                                                                                                                                                                   |
| 2. Percentage of procurement of goods and services from SMMEs.        | 40% expenditure on procurement of goods and services from SMMEs.       | <p>57,97% expenditure on procurement of goods and services from SMMEs was achieved.</p> <p><b>Reason for variance:</b><br/>The Department implements targeted procurement from SMMEs through awarding of points.</p>                                                                                                    |
| 3. Percentage invoices paid within prescribed timeframes.             | 100% Payment of all compliant invoices within 30 days.                 | <p>99,35% (15 642 of 15 745) compliant invoices received were paid within 30 days.</p> <p><b>Reason for variance:</b><br/>Invoices and supporting documents (VA26 orders) were submitted late to Finance by Officials in the Department.</p> <p><b>Corrective measures:</b><br/>Consequence Management implemented.</p> |
| 4. Percentage of procurement spend from Women-owned businesses        | 40% procurement spend from women-owned businesses.                     | <p>41,58% procurement spend from women-owned businesses was achieved.</p> <p><b>Reason for variance:</b><br/>The Department implements targeted procurement from Women-owned businesses through awarding of points.</p>                                                                                                 |



| Outcome: Achieve good corporate and cooperative governance.                    |                                                                                                      |                                                                                                                                       |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                               | Annual Target                                                                                        | Actual Performance                                                                                                                    |
| 5. Number of public entity oversight instruments developed in terms of the SLA | Four SA Tourism quarterly oversight reports developed in terms of the Service Level Agreement (SLA). | Four SA Tourism quarterly oversight reports were developed in terms of the SLA.                                                       |
|                                                                                | Public Entity Oversight Framework for the Department developed and submitted for approval.           | Public Entity Oversight Framework for the Department was developed and submitted for approval.<br>Approved by DG on 21 December 2023. |
|                                                                                | Governance Protocol for Public Entity revised and submitted for approval.                            | Governance Protocol for Public Entity was revised and submitted for approval.<br>Approved by Minister on 28 March 2024.               |



| Outcome: Achieve good corporate and cooperative governance. |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                            | Annual Target          | Actual Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 6. Percentage of vacancy rate.                              | Vacancy rate below 6%. | <p>Vacancy rate was 11,5% as at 31 March 2024.</p> <p><b>Reason for variance:</b></p> <ul style="list-style-type: none"> <li>• Natural attrition of employees coinciding with cost containment measures imposed in the public sector resulted in a gradually increasing vacancy rate.</li> <li>• The backlog created by the cost containment measures exerts pressure on the Human Resources capacity to manage bulk recruitment when restrictions are lifted.</li> </ul> <p><b>Corrective measure:</b></p> <p>Continue to engage the DPSA on prioritised vacancies in line with the standing directive on filling vacant posts.</p> <p>DPSA has since approved the following prioritised vacancies: 1 post was approved on 31 March 2024, 17 posts approved on 23 April 2024, and 8 posts in Programme 1 were not granted concurrence.</p> |



| Outcome: Achieve good corporate and cooperative governance.       |                                               |                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                  | Annual Target                                 | Actual Performance                                                                                                                                                                                                                                                                                                                                                         |
| 7. Percentage of compliance with Departmental Employment Targets. | SMS women representation at a minimum of 50%. | <p>SMS women representation was maintained at 46% as at 31 March 2024.</p> <p><b>Reason for variance:</b><br/>The lower-than-targeted performance resulted from the natural attrition at SMS level.</p> <p><b>Corrective measures:</b><br/>Implementation of targeted recruitment strategies to achieve the target of 50% with priority given to filling of SMS posts.</p> |
|                                                                   | PWDs' representation above 3%.                | <p>Persons with disabilities' representation was 4,8% as at 31 March 2024.</p> <p><b>Reason for variance:</b><br/>The Department implements Disability Management Programme that encourages disclosure and emphasises reasonable accommodation efforts. This has contributed to retention of persons with disability at various levels across the Department.</p>          |



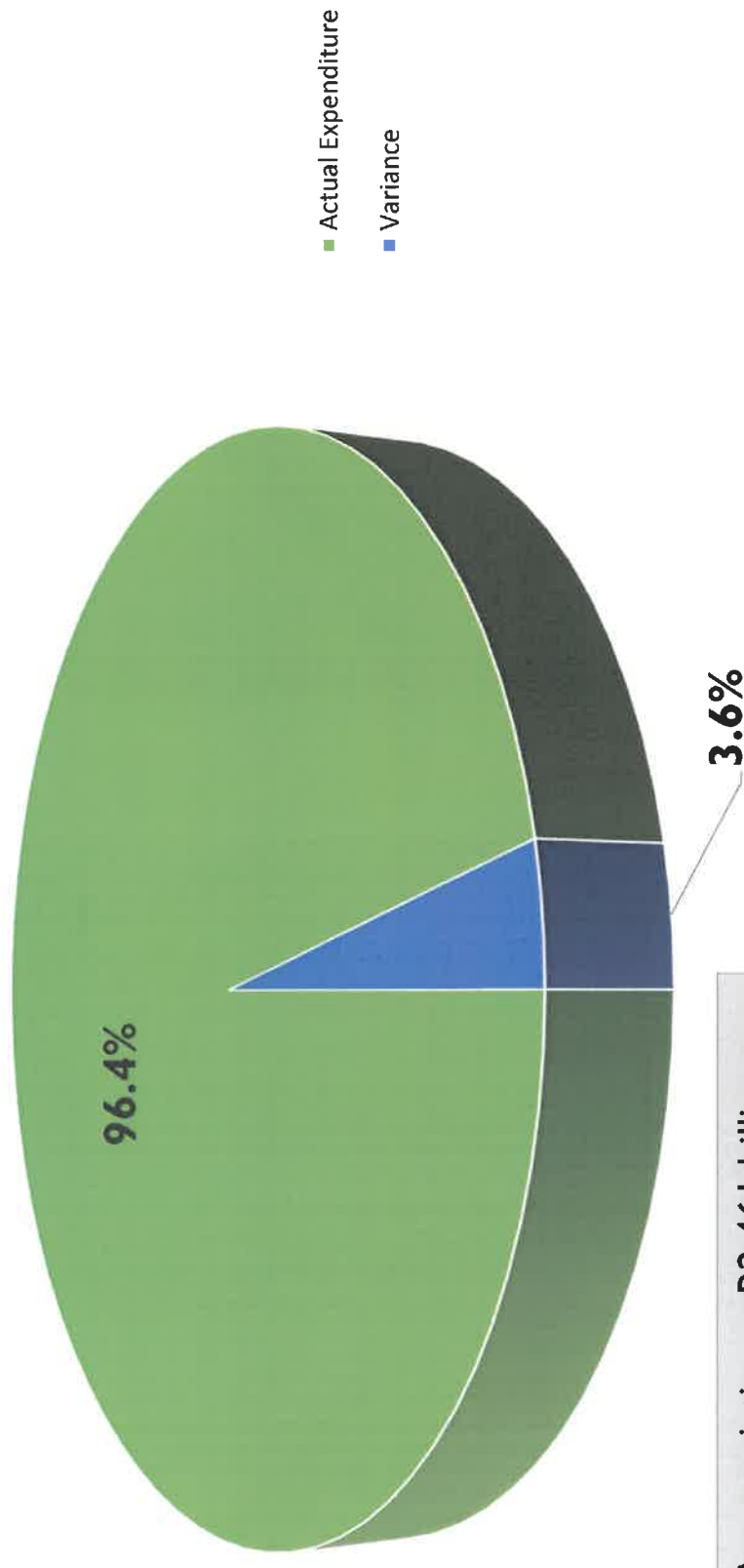
| <b>Outcome: Achieve good corporate and cooperative governance.</b> |                                                               |                                                             |
|--------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|
| <b>Output Indicator</b>                                            | <b>Annual Target</b>                                          | <b>Actual Performance</b>                                   |
| 8. Percentage of WSP implemented.                                  | 100% implementation of WSP.                                   | 100% of the WSP was implemented.                            |
| 9. Percentage implementation of the Annual Internal Audit Plan.    | 100% implementation of the Annual Internal Audit Plan.        | 100% of the Annual Internal Audit Plan was implemented.     |
| 10. Percentage implementation of the Communication Plan.           | 100% implementation of the Communication Implementation Plan. | 100% of the Communication Implementation Plan was achieved. |



## 3.1.1 Financial Information



## DEPARTMENTAL EXPENDITURE AND VARIANCE



Final Appropriation = R2.461 billion  
Actual Expenditure = R2.372 billion  
Variance = R88.3 million



## EXPENDITURE PER PROGRAMME AS AT 31 MARCH 2024

| Programme                                            | 2023/24 Final Budget (R'000) | Expenditure (R'000) | Expenditure as % of budget | Variance from Budget (R'000) | % Variance from budget | Explanation of Material Variances                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------|------------------------------|---------------------|----------------------------|------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Administration                                       | 312 827                      | 303 112             | 96.9%                      | 9 715                        | 3.1%                   | The majority of this underspending is attributed to Compensation of Employees, primarily due to delays in filling positions exacerbated by the freeze on vacant posts. The slight saving under Goods and Services is attributed to the implementation of cost containment measures in accordance with National Treasury directives.                                                                                                                                       |
| Tourism Research, Policy and International Relations | 1 378 789                    | 1 367 469           | 99.2%                      | 11 320                       | 0.8%                   | The major portion of the underspending is within Compensation of Employees due to delays in filling positions exacerbated by the freeze on vacant posts. The savings under transfers and subsidies for the United Nations World Tourism Organisation (UNWTO) contribution is attributed to fluctuations in foreign currency exchange rates.                                                                                                                               |
| Destination Development                              | 422 283                      | 359 972             | 85.2%                      | 62 311                       | 14.8%                  | The underspending within Compensation of Employees is due to delays in filling positions compounded by the freeze on vacancies. The underspending under Goods and Services is attributed to the Department not receiving approval to utilize the entire Expanded Public Works Programme (EPWP) Incentive budget, as the Department did not meet the job creation/Full Time Equivalents (FTE) job targets set by the Department of Public Works and Infrastructure (DPWI). |
| Tourism Sector Support Services                      | 346 646                      | 341 699             | 98.6%                      | 4 947                        | 1.4%                   | The majority of the underspending lies within Compensation of Employees due to delays in filling positions exacerbated by the freeze on vacant posts. The slight saving under Goods and Services is due to the implementation of cost containment measures as per National Treasury directives.                                                                                                                                                                           |
| <b>Total</b>                                         | <b>2 460 545</b>             | <b>2 372 252</b>    | <b>96.4%</b>               | <b>88 293</b>                | <b>3.6%</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## EXPENDITURE PER ECONOMICAL CLASSIFICATION AS AT 31 MARCH 2024

| Economical Classification                             | 2023/24 Final Budget R'000 | Expenditure R'000 | % of Budget spent | Variance from Budget R'000 |
|-------------------------------------------------------|----------------------------|-------------------|-------------------|----------------------------|
| <b>Current Payments</b>                               |                            |                   |                   |                            |
| - Compensation of Employees                           | 395 463                    | 364 410           | 92.1%             | 31 053                     |
| - Goods and Services                                  | 414 847                    | 357 885           | 86.3%             | 56 962                     |
| <b>Transfers and Subsidies</b>                        |                            |                   |                   |                            |
| - Departmental Agencies and Accounts                  | 1 501 348                  | 1 501 348         | 100%              | -                          |
| - Higher Education Institutions                       | -                          | -                 | -                 | -                          |
| - Foreign Governments and International Organisations | 2 982                      | 2 733             | 91.6%             | 249                        |
| - Public Corporations and Private Enterprises         | 18 702                     | 18 702            | 100%              | -                          |
| - Non-Profit Institutions                             | 439                        | 439               | 100%              | -                          |
| - Households                                          | 3 773                      | 3 772             | 99.9%             | 1                          |
| <b>Capital Assets</b>                                 |                            |                   |                   |                            |
| - Buildings and other fixed structures                | 115 000                    | 115 000           | 100%              | -                          |
| - Machinery and Equipment                             | 7 657                      | 7 657             | 100%              | -                          |
| - Software and other intangible assets                | 26                         | -                 | 0%                | 26                         |
| <b>Payment for Financial Assets</b>                   | 306                        | 304               | 99.3%             | 2                          |
| <b>Total</b>                                          | <b>2 460 545</b>           | <b>2 372 252</b>  | <b>96.4%</b>      | <b>88 293</b>              |



## **3.1.2 Auditor-General South Africa's (AGSA) Report: 2023-24 Audit**



# Auditor-General's Report

- **Clean audit**
  - The Department received an unqualified with no findings (clean audit outcome) for the 2023/24 financial year.
- **Pre-determined Objectives:**
  - No material findings on the usefulness and reliability of the reported performance information for the selected Programmes: Destination Development and Tourism Sector Support Services.
  - Reported performance information is useful and reliable in all material respects.
- **Financial Statements:**
  - The annual financial statements submitted for audit on 31 May 2024 did not contain material misstatements during the period under review.



# Areas that Require Improvement

- Notwithstanding the above, there was a lack of improvement noted in relation to the area of compliance with applicable legislation on contracts managed by an agent. Instances of non-compliance with supply chain management legislation were identified in relation to awarding tenders on behalf of the National Department of Tourism (NDT) by the Development Bank of Southern Africa (DBSA). It was noted that some winning bidders submitted **Compensation of Occupational Injuries and Diseases Act (COIDA)** certificates indicating to be valid. However, upon verification online, the system indicated that the COIDA certificate had expired at the tender closing date, resulting in non-compliance with Section 217 of The Constitution; Section 51(1) (a)(iii) of the PFMA; Regulation 4(2) of PPR 2017 and Paragraph 6 of the DBSA's SCM policy. This was due to lack of oversight and monitoring of compliance with supply chain management prescripts and a lack of verification the authenticity of COIDA certificates by the DBSA. Other findings identified during the audit of supply chain management at DBSA, included a matter where a project was not registered in the register of construction contracts with the CIDB within 21 working days. Furthermore, instances wherein preference points were incorrectly allocated.
- We are cognisant that the identified instances of non-compliance emanated from control deficiencies that arose at the DBSA, however it is recommended that the Accounting Officer obtain a written assurance that the DBSA implements effective, efficient and transparent supply chain management controls. This should be followed by regular (monthly) monitoring of such implementation.



### 3.1.3 Human Resource Information



## WORKFORCE REPRESENTATIVITY AS END OF MARCH 2024

| TOTAL ESTABLISHMENT       |            |            |
|---------------------------|------------|------------|
| Race                      | Number     | Percentage |
| Africans                  | 422        | 87,6%      |
| Coloureds                 | 26         | 5,4%       |
| Asians                    | 14         | 2,9%       |
| Whites                    | 20         | 4,1%       |
| <b>TOTAL</b>              | <b>482</b> |            |
| Persons with Disabilities | 21         | 4,3%       |



## EMPLOYEES PER OCCUPATIONAL BANDS: MARCH 2024

| OCCUPATIONAL BAND                                                                                                  | MALE       |          |          |          | FEMALE     |           |          |           | TOTAL      |
|--------------------------------------------------------------------------------------------------------------------|------------|----------|----------|----------|------------|-----------|----------|-----------|------------|
|                                                                                                                    | African    | Coloured | Indian   | White    | African    | Coloured  | Indian   | White     |            |
| Top Management                                                                                                     | 2          | 0        | 0        | 1        | 2          | 0         | 1        | 2         | 8          |
| Senior Management.                                                                                                 | 26         | 1        | 2        | 2        | 18         | 2         | 3        | 1         | 55         |
| Professionally and qualified experienced specialists and mid-management.                                           | 96         | 1        | 3        | 4        | 105        | 9         | 5        | 5         | 228        |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents. | 44         | 3        | 0        | 1        | 89         | 7         | 0        | 3         | 147        |
| Semi-skilled and discretionary decision-making.                                                                    | 23         | 1        | 0        | 1        | 11         | 2         | 0        | 0         | 38         |
| Unskilled and defined decision-making.                                                                             | 3          | 0        | 0        | 0        | 3          | 0         | 0        | 0         | 6          |
| <b>TOTAL</b>                                                                                                       | <b>194</b> | <b>6</b> | <b>5</b> | <b>9</b> | <b>228</b> | <b>20</b> | <b>9</b> | <b>11</b> | <b>482</b> |



## **3.2 PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS**



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                                                                                                                                                                                                              | Actual Performance                                                                                                                                                                                                                                                                    |
| 1. Number of monitoring and evaluation reports produced.                          | <b>Five Monitoring and Evaluation Reports on tourism projects and initiatives developed:</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                                       |
|                                                                                   | 1. Assessment of the condition of state-owned tourist attractions supported by the Department of Tourism.                                                                                                                                                                  | Assessment of the condition of state-owned tourist attractions supported by the Department of Tourism was conducted.                                                                                                                                                                  |
|                                                                                   | 2. Monitoring of the new and continuing Capacity-Building Programmes.                                                                                                                                                                                                      | Monitoring of the new and continuing Capacity-Building Programmes was conducted.                                                                                                                                                                                                      |
|                                                                                   | 3. Evaluation of the Departmental Incubation Approach in the <ul style="list-style-type: none"> <li>Pilanesberg Tourism Incubation,</li> <li>Manyeleti Tourism Incubation,</li> <li>Ba-Phalaborwa Tourism Incubation</li> <li>Mier Tourism Incubation Projects.</li> </ul> | Evaluation of the Departmental Incubation Approach was conducted in the <ul style="list-style-type: none"> <li>Pilanesberg Tourism Incubation,</li> <li>Manyeleti Tourism Incubation,</li> <li>Ba-Phalaborwa Tourism Incubation</li> <li>Mier Tourism Incubation Projects.</li> </ul> |
|                                                                                   | 4. Evaluation of the TGCSA Accommodation Grading Programme.                                                                                                                                                                                                                | Evaluation of the TGCSA Accommodation Grading Programme was conducted.                                                                                                                                                                                                                |
|                                                                                   | 5. Bi-Annual Monitoring of the performance of the Tourism Sector.                                                                                                                                                                                                          | Bi-Annual Monitoring of the performance of the Tourism Sector was conducted.                                                                                                                                                                                                          |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                                                                                                                                                                                            |                                                           |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                                                                                                                                                                              | Actual Performance                                        |
| 2. Number of instruments developed for improving tourism statistics.              | National Tourism Statistics Plan developed.                                                                                                                                                                                                | National Tourism Statistics Plan was developed.           |
| 3. Number of Information and Knowledge Systems implemented.                       | <b>Two Information and Knowledge systems implemented:</b> <ol style="list-style-type: none"> <li>1. Implementation of the Tourism Skills and Employment Portal.</li> <li>2. Implementation of Tourist Guide Information System.</li> </ol> |                                                           |
|                                                                                   |                                                                                                                                                                                                                                            | The Tourism Skills and Employment Portal was implemented. |
|                                                                                   |                                                                                                                                                                                                                                            | Tourist Guide Information System was implemented.         |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth.                                                                                    |                                                                                                                                                                          |                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                                                                                                     | Annual Target                                                                                                                                                            | Actual Performance                                                                                                                                                             |
| 4. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral and global level groupings. | 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. | South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora, UNWTO, G20, BRICS, SADC, IORA and AU were advanced. |
| 5. Sharing of Best Practices Workshop hosted.                                                                                                                        | Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements hosted.                                                     | Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements was hosted in hybrid on 13 March 2024 in Pretoria.                |
| 6. Number of outreach programmes to the diplomatic community implemented.                                                                                            | Two outreach programmes with the diplomatic community in prioritised countries implemented.                                                                              | Two outreach programmes with prioritised countries were hosted in Kenya on 20-22 November 2023, and in China on 17-23 November 2023.                                           |



## 3.3 PROGRAMME 3: DESTINATION DEVELOPMENT



| Outcome: Increase the tourism sector's contribution to inclusive economic growth.     |                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                      | Annual Target                                                                                                                      | Actual Performance                                                                                                                                                                                                                                                                                                                                        |
| 1. Number of destination planning and investment coordination initiatives undertaken. | <b>Four initiatives undertaken:</b>                                                                                                |                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                       | 1. Facilitate the integration of developed tourism concepts from long-term tourism masterplans into the Tourism DDM One Plans for: | The integration of developed tourism concepts from long-term tourism masterplans into the Tourism DDM One Plans was facilitated for: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• eThekweni Metro</li> <li>• Pixley Ka Seme District</li> <li>• Namakwa District.</li> </ul>                                                     |
|                                                                                       | 2. Implementation of the budget resort network and brand concept.                                                                  | The budget resort network and brand concept were implemented.                                                                                                                                                                                                                                                                                             |
|                                                                                       | 3. A pipeline of nationally prioritised tourism investment opportunities (greenfield and brownfield projects) managed.             | A pipeline of nationally prioritised tourism investment opportunities (greenfield and brownfield projects) was managed.                                                                                                                                                                                                                                   |
|                                                                                       | 4. Two investment promotion platforms facilitated.                                                                                 | Thirteen investment promotion platforms were facilitated.<br><br><b>Reason for variance:</b><br>Some platforms are existing structures where the Department is invited to participate and play a meaningful role in the organising, as well as participation in panel discussions. Most of these do not require additional resources from the Department. |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                                                                                                                                                                                         | Actual Performance                                                                                                                                                                                                                                     |
| 2. Number of destination enhancement initiatives supported.                       | <b>Three initiatives supported:</b>                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                        |
|                                                                                   | 1. Infrastructure maintenance and beautification programme implemented in five (5) provinces: <ul style="list-style-type: none"> <li>• Mpumalanga</li> <li>• Limpopo</li> <li>• Eastern Cape</li> <li>• Free State</li> <li>• Western Cape</li> </ul> | Infrastructure maintenance and beautification programme was implemented in five (5) provinces: <ul style="list-style-type: none"> <li>• Mpumalanga</li> <li>• Limpopo</li> <li>• Eastern Cape</li> <li>• Free State</li> <li>• Western Cape</li> </ul> |
|                                                                                   | 2. Monitor implementation of Twenty-Nine (29) Community-based Tourism Projects.                                                                                                                                                                       | Implementation of Twenty-Nine (29) Community-based Tourism Projects was monitored.                                                                                                                                                                     |
|                                                                                   | 3. Township and rural tourism supported through the use of one event in one township and one rural area.                                                                                                                                              | Township and rural tourism was supported through the use of one event in one township and one rural area.                                                                                                                                              |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                  |                                                                                                                     |  |
|-----------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------|--|
| Output Indicator                                                                  | Annual Target                    | Actual Performance                                                                                                  |  |
| 3. Number of work opportunities created through Working for Tourism projects.     | 4133 work opportunities created. | 4234 Work opportunities were created.<br><br><b>Reason for variance:</b><br>Additional participants were recruited. |  |



## 3.4 PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                      |                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                        |                                                                                                                                              | Actual Performance                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1. Number of incentive programmes implemented.                                    | One programme implemented:           | incentive implementation of the GTIP.                                                                                                        | Green Tourism Incentive Programme (GTIP) was implemented.                                                                                                                                                                                                                                                                                                                                                                                       |
| 2. Number of Domestic Tourism Awareness Programmes implemented.                   | Four Domestic Campaigns implemented: | <ul style="list-style-type: none"> <li>Easter Campaign</li> <li>World Tourism Day</li> <li>Festive Summer</li> <li>Cultural Event</li> </ul> | <p>Four Domestic Tourism Campaigns were implemented as follows:</p> <ul style="list-style-type: none"> <li>World Tourism Day (27 September) &amp; Tourism Month (September) Campaign implemented in North West.</li> <li>Festive Campaign implemented on 8 December 2023 in North West.</li> <li>Cultural Event implemented on 1 to 2 March 2024 in Gauteng.</li> <li>Easter Campaign implemented on 14 to 15 March 2024 in Limpopo.</li> </ul> |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                                                                                                                                                                                                                                                               | Actual Performance                                                                                                                                                                                                                                                                                                           |
| 3. Number of initiatives implemented to support tourism SMMEs.                    | <b>Two programmes implemented:</b>                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                              |
|                                                                                   | 1. Incubation Programme implemented: <ul style="list-style-type: none"> <li>Existing business incubators implemented: <ul style="list-style-type: none"> <li>Tourism Technology &amp; Innovation Incubator.</li> <li>Food Service Incubator.</li> <li>Community-based tourism Enterprises Incubator.</li> </ul> </li> </ul> | Incubation Programme was implemented: <ul style="list-style-type: none"> <li>Existing business incubators implemented: <ul style="list-style-type: none"> <li>Tourism Technology &amp; Innovation Incubator.</li> <li>Food Service Incubator.</li> <li>Community-based tourism Enterprises Incubator.</li> </ul> </li> </ul> |
|                                                                                   | New business incubators established: <ul style="list-style-type: none"> <li>Business Advisory Services focusing on Women in Tourism in Limpopo</li> <li>Business Advisory Services focusing on Homestay Pilot Programme</li> </ul>                                                                                          | New business incubators were established: <ul style="list-style-type: none"> <li>Business Advisory Services focusing on Women in Tourism in Limpopo</li> <li>Business Advisory Services focusing on Homestay Pilot Programme</li> </ul>                                                                                      |
|                                                                                   | Audit of Tourism Incubators across the country.                                                                                                                                                                                                                                                                             | Audit of Tourism Incubators across the country was undertaken.                                                                                                                                                                                                                                                               |
|                                                                                   | 2. Implement Resource Efficiency Cleaner Production (RECP) Training and Business Support Programme.                                                                                                                                                                                                                         | RECP Training and Business Support Programme was implemented.                                                                                                                                                                                                                                                                |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                                                                                                                | Actual Performance                                                                                                                                                                                                                                                                                |
| 4. Number of programmes implemented to enhance visitor service and experiences.   | <b>Three programmes implemented:</b>                                                                                                                                         |                                                                                                                                                                                                                                                                                                   |
|                                                                                   | 1. Implement Service Excellence Standard (SANS: 1197) with focus on: <ul style="list-style-type: none"> <li>• Small towns and</li> <li>• Tourism product support.</li> </ul> | Service Excellence Standard (SANS 1197) was implemented with focus on: <ul style="list-style-type: none"> <li>• Small towns and</li> <li>• Tourism product support.</li> </ul>                                                                                                                    |
|                                                                                   | 2. Implementation of the Tourism Monitors in all provinces including South African National Biodiversity Institute (SANBI) and iSimangaliso.                                 | The Tourism Monitors was implemented in all provinces including South African National Biodiversity Institute (SANBI) and iSimangaliso.<br><br>Additionally, the programme was also implemented at Ezemvelo Nature Reserve and airports managed by Airports Company South Africa (ACSA).          |
|                                                                                   | 3. Joint tourist safety awareness sessions conducted.                                                                                                                        | Four Joint Tourist safety awareness sessions were conducted as follows: <ul style="list-style-type: none"> <li>• Mpumalanga - 23 June 2023;</li> <li>• Eastern Cape - 29 August to 01 September 2023;</li> <li>• Gauteng - 14 November 2023;</li> <li>• Limpopo - 14 to 15 March 2024.</li> </ul> |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                               | Actual Performance                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 5. Number of capacity-building programmes implemented.                            | <b>Five capacity-building programmes implemented:</b>                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                   | 1. 2500 unemployed youth trained on norms and standards for safe tourism operations.        | <p>3908 unemployed youth were trained on norms and standards for safe tourism operations.</p> <p><b>Reason for variance:</b><br/>The overachievement of target was due to the response on the Massification of Skills Development and Job Creation initiative by the Minister of Employment and Labour. The recruitment of Tourism Safety Monitors also contributed to the number of youths exposed to norms and standards training.</p>        |
|                                                                                   | 2. 250 SMMEs trained on norms and standards for safe tourism operations in all 9 provinces. | <p>276 SMMEs were trained on norms and standards for safe tourism operations in all 9 provinces.</p> <p><b>Reason for variance:</b><br/>Based on the province's need for SMMEs training on norms and standards for safe tourism operations, additional SMMEs were trained in Quarter 4 as the build-up for the Marula Festival in Limpopo. A total of 250 SMMEs were targeted for the period under review, however, 276 SMMEs were trained.</p> |



| Outcome: Increase the tourism sector's contribution to inclusive economic growth. |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output Indicator                                                                  | Annual Target                                                                 | Actual Performance                                                                                                                                                                                                                                                                                                                                                                                 |
| 6. Number of capacity-building programmes implemented.                            | <b>Five capacity-building programmes implemented:</b>                         |                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                   | 3. NTCE 2023 hosted.                                                          | NTCE 2023 was hosted on 29 September - 01 October 2023 at the Johannesburg Expo Centre, Nasrec.                                                                                                                                                                                                                                                                                                    |
|                                                                                   | 4. 50 Chefs undergo an RPL process.                                           | 50 Chefs had undergone an RPL process in KwaZulu-Natal (KZN) and Western Cape (WC) provinces.<br><br>Graduations took place on 8 February 2024 and 23 February 2024 for WC and KZN respectively.                                                                                                                                                                                                   |
|                                                                                   | 5. 1500 unemployed youth trained on identified skills development programmes. | 1905 unemployed youth were trained on identified skills development programmes.<br><br>The youth were enrolled in the following programmes: <ul style="list-style-type: none"> <li>• Food and Beverage.</li> <li>• Professional Cookery.</li> <li>• Food Safety Quality Assurers</li> <li>• Wine Service Training.</li> <li>• Hospitality Youth Training Programme (Fast Food Service).</li> </ul> |
|                                                                                   |                                                                               | <b>Reason for variance:</b><br>The overachievement of target was due to the response on the Massification of Skills Development and Job Creation initiative by the Minister of Employment and Labour. The initiative targeted existing skills programmes as per APP namely, Food and Beverages, Professional Cookery, Food Safety Quality Assurers Programmes.                                     |



## 4: LIST OF ACRONYMS AND ABBREVIATIONS

| AGSA: | Auditor-General of South Africa                 | RECP       | Resource Efficiency Cleaner Production        |
|-------|-------------------------------------------------|------------|-----------------------------------------------|
| AU    | African Union                                   | RPL        | Recognition of Prior Learning                 |
| BRICS | Brazil, Russia, India, China and South Africa   | SADC       | Southern African Development Community        |
| DDM   | District Development Model                      | SANBI      | South African National Biodiversity Institute |
| DORA  | Division of Revenue Act                         | SANS       | South African National Standards              |
| DPSA  | Department of Public Service and Administration | SANParks   | South African National Parks                  |
| DPWI  | Department of Public Works and Infrastructure   | SA Tourism | South African Tourism                         |
| EPWP  | Expanded Public Works Programme                 | SLA        | Service Level Agreement                       |
| FTE   | Full-Time Equivalent                            | SMMEs      | Small, medium and micro-enterprises           |
| GTIP  | Green Tourism Incentive Programme               | SMS        | Senior Management Services                    |
| IORA  | Indian Ocean Rim Association                    | TGCSA      | Tourism Grading Council of South Africa       |
| KZN   | KwaZulu-Natal                                   | TSMP       | Tourism Sector Masterplan                     |
| NDP   | National Development Plan                       | TSRP       | Tourism Sector Recovery Plan                  |
| NT    | National Treasury                               | UNWTO      | United Nations World Tourism Organisation     |
| NTCE: | National Tourism Careers Expo                   | WC         | Western Cape                                  |
| NTSS  | National Tourism Sector Strategy                | WSP        | Workplan Skills Plan                          |
| PWDs  | Persons with disabilities                       |            |                                               |



# Thank You

