PRESENTATION TO THE

PORTFOLIO COMMITTEE ON TOURISM

DEPARTMENT OF TOURISM'S ANNUAL PERFORMANCE REPORT FOR 2025/26 FINANCIAL YEAR

6 OCTOBER 2026

broadening horizons

tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

2030 NDP

TABLE OF CONTENTS

1. Departmental Mandate

2. Performance Overview

3. Programme Performance Information

3.1 Programme 1 – Administration

3.1.1 Financial Information
3.1.2 Auditor-General South Africa's (AGSA) Report: 2025-26 Audit
3.1.3 Human Resource Information

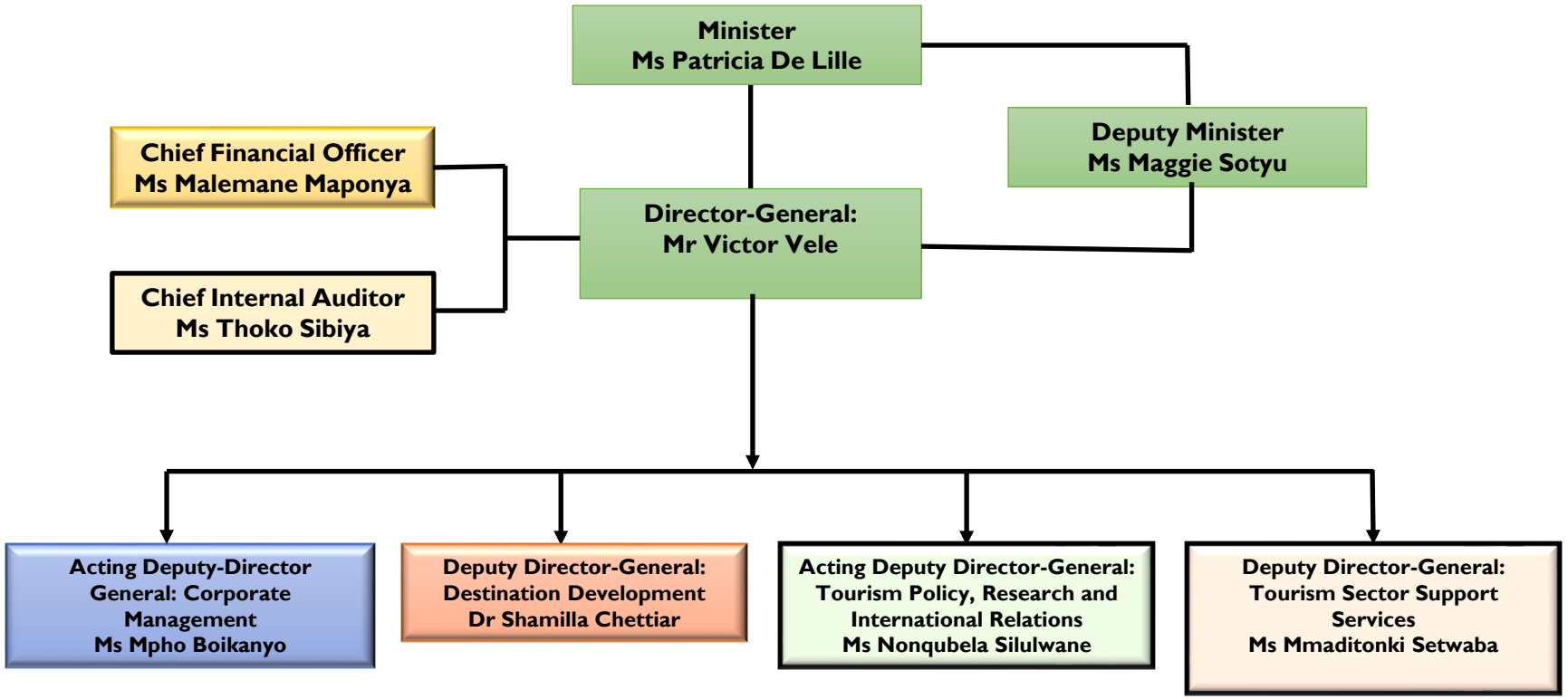
3.2 Programme 2 - Tourism Research, Policy and International Relations

3.3 Programme 3 - Destination Development

3.4 Programme 4- Tourism Sector Support Services

4. List of acronyms and abbreviations

ORGANISATIONAL STRUCTURE



1. 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 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 National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector.

- Tourism Sector Masterplan (TSMP) - derived from Tourism 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.

- The White Paper on the Development and Promotion of Tourism in South Africa, 2024, guides the next phase of tourism development and ensures that the country as a tourism destination moves towards reaching its full potential.

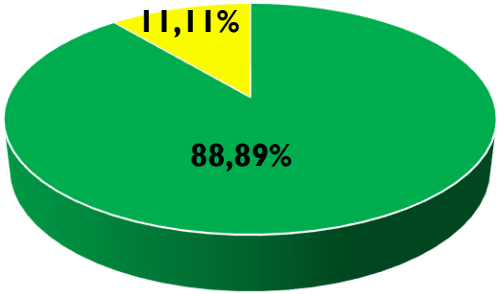
2. PROGRAMME OVERVIEW

2025-26 ANNUAL PERFORMANCE OVERVIEW

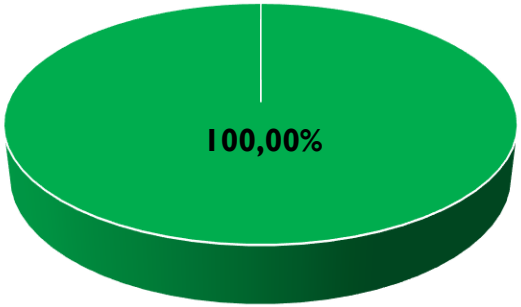
Branches / Programmes	Achieved	Not achieved; significant work done	Not achieved; intervention required
Administration	88,89% (16 of 18)	11,11% (2 of 18)	0,00% (0 of 18)
Tourism Research, Policy and International Relations	100% (14 of 14)	0,00% (0 of 14)	0,00% (0 of 14)
Destination Development	91,67% (11 of 12)	8,33% (1 of 12)	0,00% (0 of 12)
Tourism Sector Support Services	91,30% (21 of 23)	8,70% (2 of 23)	0,00% (0 of 23)
Total	**92,54% (62 of 67)**	**7,46% (5 of 67)**	**0,00% (0 of 67)**

BRANCHES' ANNUAL PERFORMANCE OVERVIEW

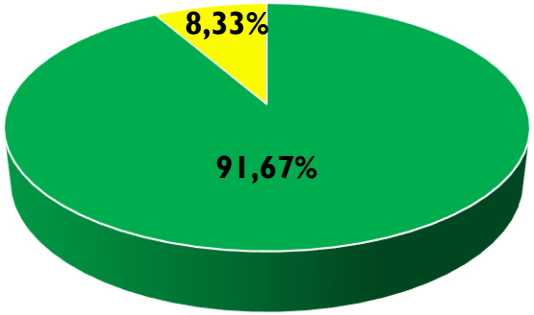
Corporate Management



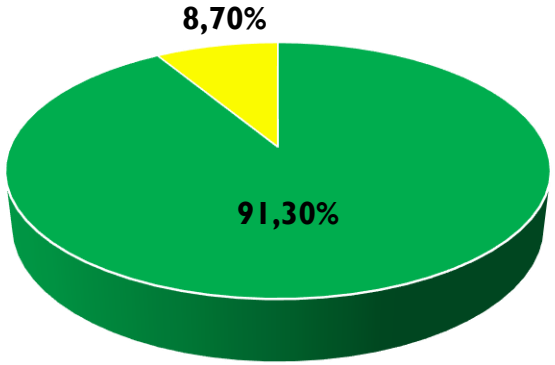
Tourism Research, Policy and International Relations



Destination Development

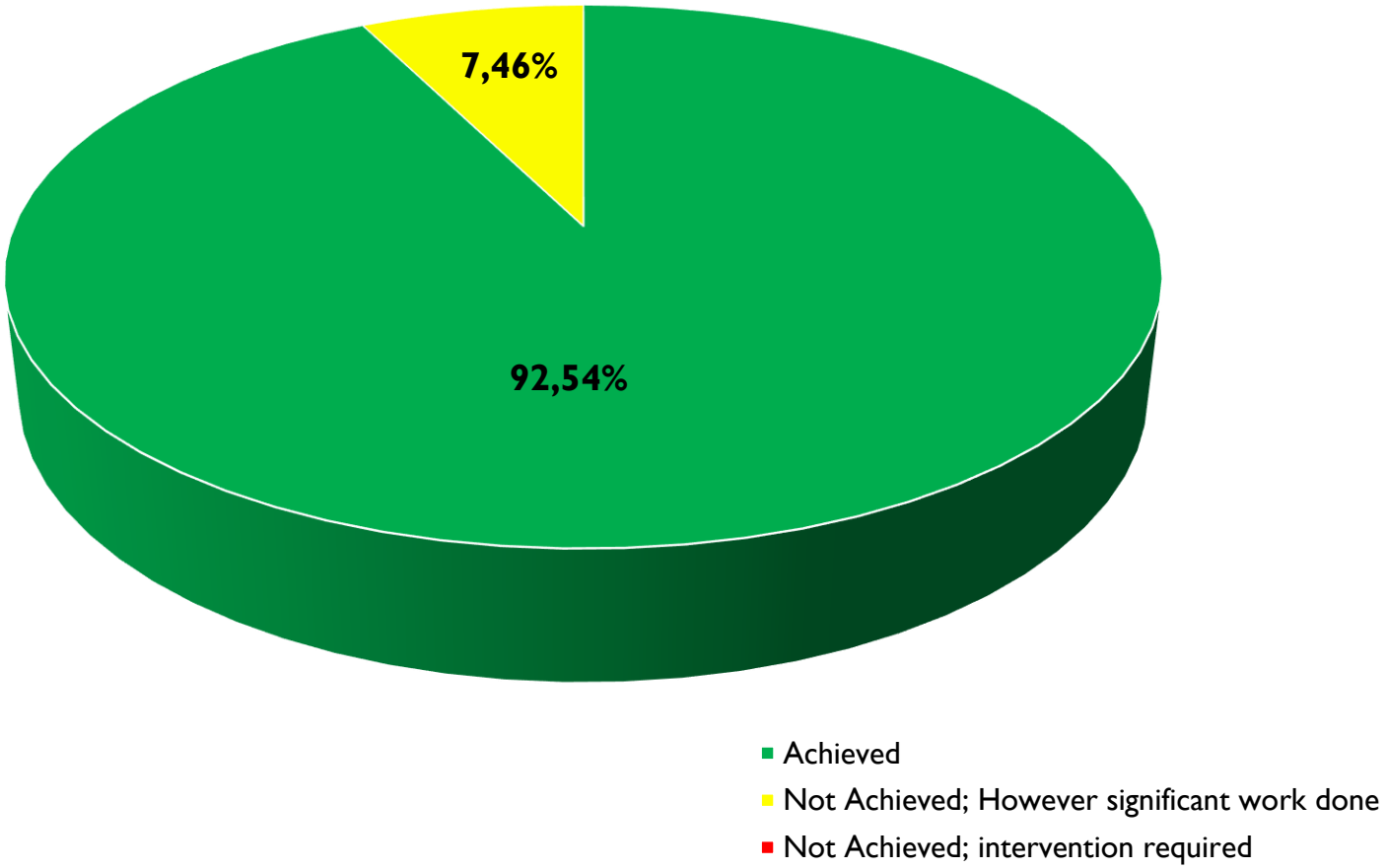


Tourism Sector Support Services



2025-26 ANNUAL PERFORMANCE OVERVIEW

Department's Annual Performance Overview



3. PROGRAMME PERFORMANCE INFORMATION

3.1 PROGRAMME 1: ADMINISTRATION

Outcome: Strengthen Organisational capability for service delivery.		
Output Indicator	**Annual Target**	**Actual Performance**
1. Audit outcome on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified without findings on financial statements and performance information was achieved.
2. Percentage spending in line with departmental strategic priorities and outcomes.	76% budget spent directly related to growth and job creation.	69,28% budget was spent directly related to growth and job creation. ***Reasons for variance:*** • EPWP expenditure was low due to delays in obtaining approvals and appointing service providers for the skills projects. • The progress on EPWP infrastructure projects was slower than expected. • Core Programmes also had savings in Travel and Subsistence, Venues and Facilities, and Consultants expenditure. ***Corrective measure:*** Improved planning and in-year monitoring.
3. Percentage procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	75,07% expenditure was achieved on procurement of goods and services from SMMEs. ***Reason for variance:*** The department implements targeted procurement from SMMEs through the awarding of points.

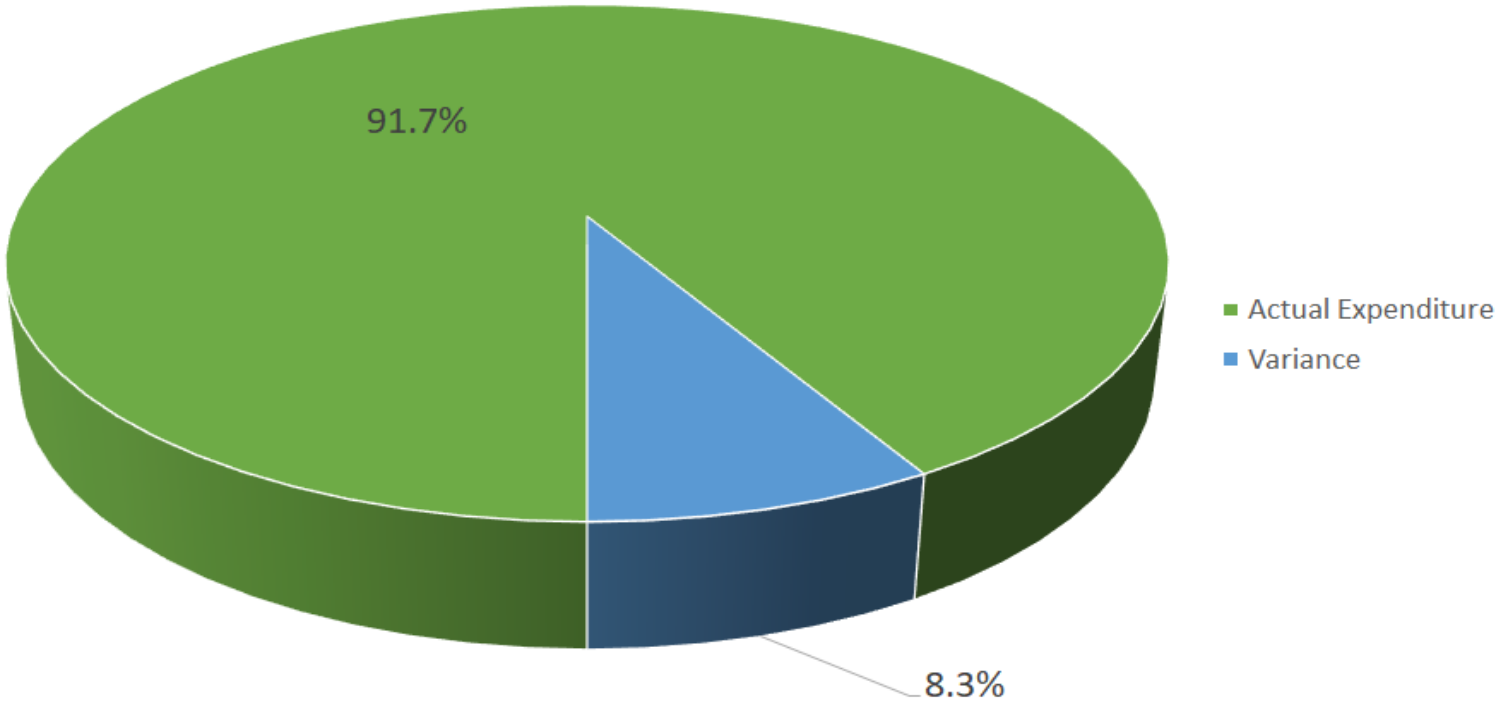
Outcome: Strengthen Organisational capability for service delivery.		
Output Indicator	**Annual Target**	**Actual Performance**
4. Percentage of compliant invoices paid within prescribed timeframes.	100% payment of all compliant invoices within 30 days.	99,99% (13 834) of 13 835) of all compliant invoices received were paid within 30 days. ***Reason for variance:*** 2,775 invoices were received for quarter 1; 2,774 were paid on time, and 1 invoice was paid late. The invoice was captured on the LOGIS system but was not posted to the next level for further processing. ***Corrective measures:*** • Generate the transaction report of invoices captured on LOGIS daily to ensure that all posted invoices are processed. • Register invoices received in the department in a central place.
5. Percentage of procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.	61,55% procurement spend from women-owned businesses was achieved. ***Reason for variance:*** The department implements targeted procurement from Women-owned businesses through the awarding of points.
6. Number of public entity oversight reports developed.	Four public entity oversight reports developed.	Four SA Tourism quarterly oversight reports were developed.

Outcome: Strengthen Organisational capability for service delivery.		
Output Indicator	**Annual Target**	**Actual Performance**
7. Capacity alignment exercise conducted.	Conduct an exercise to align departmental capacity to strategic priorities.	An exercise to align departmental capacity to strategic priorities was conducted.
8. Assessment of the current skills profile for employees conducted.	Assessment of the current skills profile of employees conducted.	Assessment of the current skills profile of employees was conducted.
9. Human Resource Strategy developed and implemented.	Human Resource Strategy developed.	Development and implementation of the Human Resource Strategy was conducted.
	Report on the Implementation of HR Strategy.	Report on the Implementation of the HR Strategy was developed.
10. Academic excellence recognition programme for tourism graduates implemented.	Pilot academic excellence recognition programme for tourism graduates.	The academic excellence recognition programme for tourism graduates was piloted.

Outcome: Strengthen Organisational capability for service delivery.		
Output Indicator	**Annual Target**	**Actual Performance**
11. Compliance with prescribed recruitment timeframes.	Recruitment cycle for all posts approved for filling concluded within prescribed timeframes.	Recruitment cycle for all posts approved for filling was concluded within the prescribed timeframes.
12. Percentage of compliance with Departmental Employment Equity target.	SMS women representation at minimum 50%.	SMS women's representation was 51,6% as at 31 March 2026.
	Persons with disabilities' representation maintained above 3%.	Persons with disabilities' representation was 4,8% as at 31 March 2026.
13. Percentage of Workplace Skills Plan (WSP) implemented.	100% implementation of WSP.	100% of WSP was implemented.
14. Percentage implementation of the Communications Implementation Plan.	100% implementation of the 2025/26 Communications Implementation Plan aligned to the MTDP.	100% of the 2025/26 Communications Implementation Plan aligned to the MTDP was implemented.
15. Percentage implementation of the Annual Internal Audit Plan	100% implementation of the Annual Internal Audit Plan.	100%implementation of the Annual Internal Audit Plan was implemented.
16. Digital Transformation initiative monitored.	Report on the implementation of the Digital Transformation initiative.	A report on the implementation of the Digital Transformation initiative was developed.

3.1.1 Financial Information

DEPARTMENTAL EXPENDITURE AND VARIANCE



Final Appropriation = R2.435 billion
Actual Expenditure = R2.234 billion
Variance = R201 million

EXPENDITURE PER PROGRAMME AS AT 31 MARCH 2026

Programme	2025/26 Final Budget (R'000)	Expenditure (R'000)	Expenditure as % of budget	Variance from Budget (R'000)	% Variance from budget	Explanation of Material Variances
Administration	363 984	330 722	90.9%	33 262	9.1%	The variance is mainly attributable to savings in Office Accommodation, Cellphone costs, Audit Fees as well as Legal fees which was due to delayed/outstanding invoices from the office of the State Attorney. The underspending in Compensation of Employees is a result of vacant funded posts.
Tourism Research, Policy and International Relations	1 408 115	1 396 968	99.2%	11 147	0.8%	The variance is primarily attributed to savings on Venues and Facilities, as well as Travel and Subsistence, driven by an increase in virtual meetings and changes in the delivery approach of some projects which reduced expenditure on these items. The savings under transfers and subsidies for the UNWTO contributions is attributed to fluctuations in foreign currency exchange rates. The underspending in Compensation of Employees is due to moderate vacancy rate, mainly within management positions.
Destination Development	331 156	210 616	63.6%	120 540	36.4%	The variance is mainly attributable to underspending within the EPWP, arising from delays in the appointment of service providers for the skills projects as well as slower than expected progress with the infrastructure projects. Additional savings were realised on cellphone costs and Travel and Subsistence. The underspending in Compensation of Employees is due to vacant funded posts.
Tourism Sector Support Services	331 637	295 609	89.1%	36 028	10.9%	The variance is primarily attributable to savings on Travel and Subsistence and Consultants. The underspending in Compensation of Employees is due to vacant funded posts.
Total	**2 434 892**	**2 233 915**	**91.7%**	**200 977**	**8.3%**	

EXPENDITURE PER ECONOMICAL CLASSIFICATION AS AT 31 MARCH 2026

Economical Classification	2024/25 Final Budget R'000	Expenditure R'000	% of Budget spent	Variance from Budget R'000
Current Payments				
- Compensation of Employees	432 867	393 074	90.8%	39 793
- Goods and Services	381 213	344 360	68.0%	126 083
Transfers and Subsidies				
- Departmental Agencies and Accounts	1 321 938	1 321 938	100.0%	-
- Higher Education Institutions	-	-	-	-
- Foreign Governments and International Organisations	2 872	2 619	91.2%	253
- Public Corporations and Private Enterprises	155 047	153 535	99.0%	1 512
- Non-Profit Institutions	5 311	5 311	100.0%	-
- Households	10 819	10 819	100.0%	-
Capital Assets				
- Buildings and other fixed structures	71 364	71 364	68.2%	33 336
- Machinery and Equipment	6 672	6 672	100.0%	-
- Software and other intangible assets	-	-	-	-
Payment for Financial Assets	54	54	100.0%	-
Total	**2 434 892**	**2 233 915**	**91.7%**	**200 977**

3.1.2 Auditor-General South Africa's (AGSA) Report: 2025-26 Audit

AUDITOR-GENERAL'S REPORT

- **Clean audit**
  - The department received an unqualified with no findings for the 2025/26 financial year.

- **Pre-determined Objectives:**
  - No material findings on the usefulness and reliability of the reported performance information for the selected Programme: Destination Development.
  - Reported performance information is useful and reliable in all material respects.

- **Financial Statements:**
  - The annual financial statements submitted for audit on 29 May 2026 did not contain material misstatements during the period under review.

AREAS THAT REQUIRE IMPROVEMENT

- The audit of procurement and contract management identified the irregularities relating to the procurement of security and cleaning services. It was noted that the department procured these services through the quotation process, resulting in cumulative payment exceeding R1 million instead of competitive bids. And there was no deviation that was approved by the delegated authority.

- Recommeded recommend that management strengthen controls to monitor cumulative expenditure on goods and services to ensure that once thresholds are approached, appropriate procurement processes such as competitive bidding are initiated on time before the existing contract expires.

- Recommended investigation of all instances of possible irregular expenditure relating to the transactions relating to cleaning and security services from the date where the contracts had expired. Where applicable, disclose appropriately in the annual financial statements as irregular expenditure or irregular expenditure under assessment.

3.1.3 Human Resource Information

WORKFORCE REPRESENTATIVITY AS END OF MARCH 2026

TOTAL ESTABLISHMENT		
Race	**Number**	**Percentage**
Africans	396	87.4%
Coloureds	26	5.7%
Asians	15	3.3%
Whites	16	3.5%
TOTAL	**453**	**100%**
Persons with Disabilities	22	4.8%

EMPLOYEES PER OCCUPATIONAL BANDS: MARCH 2026

OCCUPATIONAL BAND	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	3	0	1	2	**7**
Senior Management	24	1	2	2	19	1	3	3	**55**
Professionally qualified and experienced specialists and mid-management	91	1	4	4	103	11	5	4	**223**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	40	2	0	0	76	7	0	0	**125**
Semi-skilled and discretionary decision-making	23	1	0	1	13	2	0	0	**40**
Unskilled and defined decision-making	1	0	0	0	2	0	0	0	**3**
TOTAL	**180**	**5**	**6**	**7**	**216**	**21**	**9**	**9**	**453**

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 tourism monitoring and evaluation initiatives implemented.	**Four tourism monitoring and evaluation initiatives implemented:**	
	1. Monitoring of the implementation of all International Memoranda of Understanding (MoUs).	Monitoring of the implementation of all International Memoranda of Understanding (MoUs) was conducted.
	2. Monitoring of the implementation of the White Paper.	Monitoring of the implementation of the White Paper was conducted.
	3. National Tourism Statistics Plan Implementation Report for economic growth and job creation.	National Tourism Statistics Plan Implementation Report for economic growth and job creation was developed.
	4. Quarterly Tourism Sector Masterplan (TSMP) Implementation Reports developed.	Quarterly TSMP Implementation Reports were developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Output Indicator	**Annual Target**	**Actual Performance**
2. Number of departmental systems digitalised.	**Two departmental systems digitalised:**	
	1. National Tourism Information and Monitoring System (NTIMS) developed.	National Tourism Information and Monitoring System (NTIMS) was developed.
	2. Implementation of the National Register of Tourist Guide Information System (TGIS).	Implementation of the National Register of Tourist Guide Information System (TGIS) was conducted.
3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	**Three initiatives implemented:**	
	1. Policy and regulatory reforms plan developed and implemented with relevant departments to deliver growth and employment.	Policy and regulatory reforms plan developed and implemented with relevant departments to deliver growth and employment.
	2. Red tape reduction action plan developed and implemented.	A red tape reduction action plan was developed and implemented.
	3. Short term rental framework developed.	A short-term rental framework was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Output Indicator	**Annual Target**	**Actual Performance**
4. Tourism Growth Partnership Plan (TGPP) developed and implemented.	TGPP developed and implemented.	TGPP was developed and implemented.
5. Number of intergovernmental coordination initiatives implemented.	**Two initiatives implemented:**	
	1. Nine tourism DDM supporting outreaches conducted.	Thirteen tourism DDM supporting outreaches were conducted. **Reason for variance:** Additional DDM outreaches were conducted at the Ministry's request for the inclusion of more districts.
	2. Two tourism Minister and Members of Executive Councils (MINMEC) hosted.	Two tourism MINMECs were hosted.
6. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral and other groupings.	South Africa's tourism interests promoted through hosting the G20 Tourism Meetings.	South Africa's tourism interests were promoted through hosting the G20 Tourism Meetings.
7. Number of outreach programmes to the diplomatic community implemented.	Two outreach programmes to prioritised markets undertaken (Africa & Asia).	Two outreach programmes to prioritised markets were undertaken (Africa & Asia).

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.	**Four initiatives undertaken:**	
	1. Implementation of the budget resort network and brand concept.	The budget resort network and brand concept were implemented.
	2. A pipeline of nationally prioritised tourism investment opportunities managed.	A pipeline of nationally prioritised tourism investment opportunities was managed.
	3. One tourism investment promotion platform hosted.	One tourism investment promotion platform was hosted.
	4. Tourism partnership plan with departments and entities developed.	Tourism partnership plan with departments and entities was developed.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Output Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Seven initiatives supported:**	
	1. Seventeen (17) community-based Tourism projects completed.	Seventeen (17) community-based Tourism projects were completed.
	2. Implementation of five (5) Community-based tourism projects monitored.	Implementation of five (5) Community-based tourism projects was monitored.
	3. Develop and implement support model for sustainable operations on community projects.	A support model for sustainable operations on community projects was developed and implemented.
	4. Implementation of fourteen (14) tourism infrastructure projects by various entities monitored.	Implementation of fourteen (14) tourism infrastructure projects by various entities was monitored.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Output Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Seven initiatives supported … continued:**	
	5. Thirty-three (33) completed maintenance project sites handed back to owning entities.	Twenty-two (22) maintenance project sites were completed, of which 13 thereof were handed back to owning entities. **Reasons for variance:** 11 projects remain incomplete and not handed over due to various reasons, namely: • Dispute between the professional service provider and the implementing agent on the scope of work; • Projects not achieving completion; • Conducting due diligence on the closeout documentation. Due diligence had been fully completed on the final project documents for 22 projects that had been handed over. **Corrective measure:** To work with the newly appointed Programme Support Unit to fast-track the completion, closeout, and handover of the projects back to the owning entities.

Outcome: Increase the tourism sector's contribution to inclusive economic growth.		
Output Indicator	**Annual Target**	**Actual Performance**
2. Number of destination enhancement initiatives supported.	**Seven initiatives supported … continued:**	
	6. DBSA implementation of two (2) maintenance projects monitored.	DBSA implementation of two (2) maintenance projects was monitored.
	7. Condition assessment in five (5) identified heritage sites completed.	Condition assessment in five (5) identified heritage sites was completed.
3. Number of work opportunities created through Working for Tourism projects.	1 400 Work Opportunities created.	2103 Work opportunities were created. **Reason for variance:** More skills programmes were implemented, resulting in more participants.

3.4 PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

Outcome: Increase the tourism sector's contribution to inclusive economic growth and job creation.		
Output Indicator	**Annual Target**	**Actual Performance**
1. Number of incentives implemented to support tourism SMMEs.	**Four incentive programmes implemented to stimulate inclusive growth and job creation:** • Green Tourism Incentive Programme (GTIP). • Tourism Transformation Fund (TTF). • Market Access Support Programme (MASP). • Tourism Equity Fund (TEF) migrated to another implementing agent.	Three incentive programmes were implemented to stimulate inclusive growth and job creation: GTIP, TTF and MASP. TEF was not migrated to another implementing agent. **Reason for variance:** The Public Investment Corporation (PIC) was identified as an entity to migrate the TEF to. Negotiations with PIC revealed that PIC will not be able to implement the TEF in its current format. **Corrective measure:** A decision was taken that the Small Enterprise Development and Finance Agency (SEDFA) should continue with the implementation of the TEF and commit the remaining funds. SEDFA is currently administering the TEF under an approved implementation plan.

Outcome: Increase the tourism sector's contribution to inclusive economic growth and job creation.		
Output Indicator	**Annual Target**	**Actual Performance**
1. Number of incentives implemented to support tourism SMMEs.	Review the Tourism Incentive Programme.	The Tourism Incentive Programme was reviewed.
2. Number of Tourism Monitors enrolled to enhance visitor service and experiences.	Training and placement of 1500 Tourism Monitors in 9 provinces.	Training of 1500 Tourism Monitors (TMs) was conducted in all 9 provinces. However, placement was conducted for 711. **Reason for variance:** The 789 Tourism Monitors were not placed because they had not completed all phases of training. Delivery of training was affected by the time that it took for the concept and the mechanism (appointment of service providers) to be approved. **Corrective measure:** The concept and mechanism employed for the implementation of the Tourism Monitors Programme will be reviewed to cover more than one financial year. This will promote seamless implementation while affording the department more time to conceptualise and implement the programme.

Outcome: Increase the tourism sector's contribution to inclusive economic growth and job creation.		
Output Indicator	**Annual Target**	**Actual Performance**
3. Number of sessions implemented on Visitor Experience Enhancement Programme with government institutions.	Ten (10) Visitor Experience Enhancement Programme sessions implemented with government institutions.	Fourteen (14) Visitor Experience Enhancement Programme sessions were implemented with government institutions.
4. Number of demand led skills initiatives implemented through collaboration with various social partners for tourism sector growth and sustainability.	**Ten demand led skills development programmes implemented across the sector to create jobs and work opportunities with skills programmes identified according to demand.**	
	1. Tourism Graduate Recruitment Programme.	The Tourism Graduate Recruitment Programme was implemented.
	2. Artisan Recognition of Prior Learning (ARPL) Programme.	Artisan Recognition of Prior Learning (ARPL) Programme was implemented.
	3. Resource Efficiency Cleaner Production (RECP).	Resource Efficiency Cleaner Production (RECP) was implemented.
	4. Learn and Earn Youth Placement Programme.	Learn and Earn Youth Placement Programme was implemented.

Outcome: Increase the tourism sector's contribution to inclusive economic growth and job creation.		
Output Indicator	**Annual Target**	**Actual Performance**
4. Number of demand-led skills initiatives implemented through collaboration with various social partners for tourism sector growth and sustainability.	**Ten demand led skills development programmes implemented across the sector to create jobs and work opportunities with skills programmes identified according to demand … continued.**	
	5. Women Executive Development Programme.	Women Executive Development Programme was implemented.
	6. Tourist Guides Training.	Tourist Guides Training was implemented.
	7. Educator Development Programme.	The Educator Development Programme was implemented.
	8. Small Micro Medium Enterprises (SMMEs) training on Occupational health and safety norms and standards.	Small Micro Medium Enterprises (SMMEs) training on Occupational health and safety norms and standards was implemented.
	9. Integrated Service Excellence focusing on townships, villages, small towns.	Integrated Service Excellence focusing on townships, villages, small towns was implemented.
	10. Culinary Programme.	The Culinary Programme was implemented.

Outcome: Increase the tourism sector's contribution to inclusive economic growth and job creation.		
Output Indicator	**Annual Target**	**Actual Performance**
5. Number of initiatives implemented to support the targeted job and income earning opportunity programmes.	**Two initiatives implemented:**	
	1. Develop a concept to further collaboration with Pathway Management Network role players to identify a pipeline of initiatives.	A concept to further collaboration with Pathway Management Network role players to identify a pipeline of initiatives was developed.
	2. Submit MoU with Pathway Management Network Role players for signing.	The MoU with Pathway Management Network Role players was submitted for signing.
6. Roadmap developed for alignment of tourism skills supply with demand.	Roadmap developed and implemented.	Roadmap was developed and implemented.

Outcome: Increase the tourism sector's contribution to inclusive economic growth and job creation.		
Output Indicator	**Annual Target**	**Actual Performance**
7. Number of initiatives implemented to promote sustainability and improve market access for SMMEs.	**Two initiatives implemented:**	
	1. Implement the Incubation programme: i. Business Advisory Services Incubator with a bias towards women owned enterprises. ii. Improve income generation at household level through Homestay Incubation Programme. iii. Improve sustainability of tourism SMMEs through a compliance and resilience support.	The Incubation programme was implemented: i. Business Advisory Services Incubator with a bias towards women owned enterprises. ii. Improve income generation at household level through Homestay Incubation Programme. iii. Improve sustainability of tourism SMMEs through a compliance and resilience support.
	2. Enterprise development programme for inclusive participation and sustainability in the tourism sector to ensure job creation reviewed.	Enterprise development programme for inclusive participation and sustainability in the tourism sector to ensure job creation was reviewed.

4: LIST OF ACRONYMS AND ABBREVIATIONS

Acronym	Description	Acronym	Description
AGSA:	Auditor-General of South Africa	PIC	Public Investment Corporation
ARPL	Artisan Recognition of Prior Learning Programme	RECP	Resource Efficiency Cleaner Production
DDM	District Development Model	SA Tourism	South African Tourism
DBSA	Development Bank of South Africa	SEDFA	Small Enterprise Development and Finance Agency
EPWP	Expanded Public Works Programme	SMMEs	Small, medium and micro-enterprises
GTIP	Green Tourism Incentive Programme	SMS	Senior Management Services
HR	Human Resources	TEF	Tourism Equity Fund
MASP	Market Access Support Programme	TGIS	Tourist Guide Information System
MOU	Memoranda of Understanding	TGPP	Tourism Growth Partnership Plan
MINMEC	Minister and Members of Executive Councils	TMs	Tourism Monitors
MTDP	Medium Term Development Plan	TSMP	Tourism Sector Masterplan
NDP	National Development Plan	TSRP	Tourism Sector Recovery Plan
NTIMS	National Tourism Information and Monitoring System	TTF	Tourism Transformation Fund
NTSS	National Tourism Sector Strategy	WSP	Workplan Skills Plan

Thank You