

Briefing to the Portfolio Committee on Tourism

2017/18 Quarterly Report – Quarter 1

Performance Report (Actual) 20 October 2017

broadening horizons



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



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(including Service Delivery Information).
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1. Performance Overview



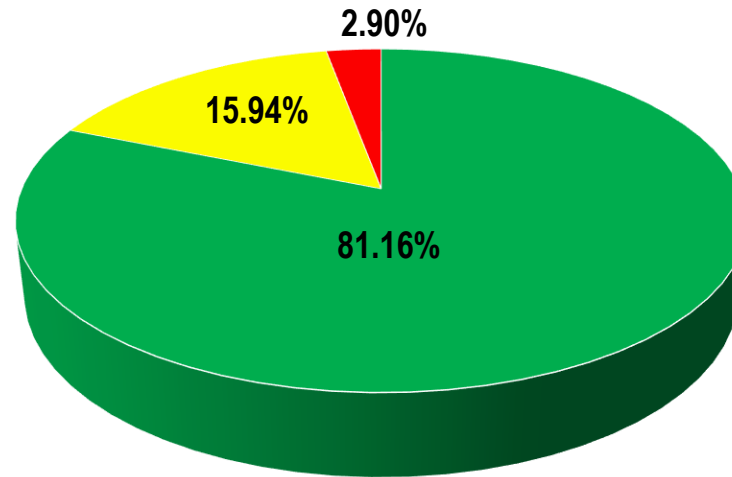
2017/18 Quarter 1 PERFORMANCE (ACTUAL)

| Branches | Achieved | Not achieved; significant work done | Not achieved; intervention required | Insufficient information to express opinion |
|---|-------------------|---|---|---|
| | | | | |
| Corporate Management | 76.47% (13 of 17) | 23.53% (4 of 17) | 0.00% (0 of 17) | 0.00% (0 of 17) |
| Tourism, Policy, Research and International Relations. | 93.75% (15 of 16) | 6.25% (1 of 16) | 0.00% (0 of 16) | 0.00% (0 of 16) |
| Destination Development | 55.56% (5 of 9) | 44.44% (4 of 9) | 0.00% (0 of 9) | 0.00% (0 of 9) |
| Tourism Sector Support Services (Tourism Sector Support Services) | 85.19% (23 of 27) | 7.14% (2 of 27) | 7.41% (2 of 27) | 0.00% (0 of 29) |
| Total | 81.16% (56 of 69) | 15.94% (11 of 69) | 2.90% (2 of 69) | 0.00% (0 of 69) |



Summary of Overall Performance

2017/18 Quarter 1 Performance Overview



- Achieved
- Not achieved; however significant work done
- Not achieved
- Insufficient information to express opinion

2017-18 Quarter 1 Report – Actual Data



Service Delivery Information



| Service Delivery | | |
|--|-------------------------|--|
| Key Service | Service Beneficiary | Progress Report |
| Tourist Guide Appeals. | Tourist-guiding Sector. | During quarter one (1), there were no appeals received nor processed with the National Registrar of Tourist Guides as per Section 56 of the Tourism Act, 2014. |
| National Tourism Information Gateways (NTIGs). | Public and Tourist. | <ul style="list-style-type: none"> Quarter one (1) operational reports for King Shaka International Airport (KSIA) and Oliver Reginald Tambo International Airport (ORTIA) National Tourism Information Gateways (NTIG) were developed. These operational reports cover purpose of developing tourism information gateways, purpose of reporting on tourism information gateway operations, objective of tourism information gateways, general operations progress, capacity-building requirements, progress on enhancements, stakeholder collaborations and visitor statistics, challenges and recommendations, etc. There were no enhancements that were implemented during the reporting period. |



2. Programme Performance Information



2.2 PROGRAMME 2

Tourism, Research, Policy and International Relations



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of platforms facilitated to improve tourism-sector stakeholder engagement and NTSS implementation. | Three platforms created: 1) Annual National Tourism Stakeholder Forum hosted. | Logistical arrangements for the National Tourism Stakeholders Forum meeting finalised. | <p>Logistical arrangements for the National Tourism Stakeholders Forum (NTSF) meeting were finalised.</p> <p>The NTSF is one of the delivery mechanisms for NTSS. It provides a multi-stakeholder platform to monitor progress and challenges in the implementation of the NTSS, and recommends solutions and the necessary changes in policy to facilitate effective implementation. It also deliberates on other pertinent issues that affect performance of the tourism sector in general.</p> <p>In terms of logistics, the following were done:</p> <ul style="list-style-type: none"> - The meeting is scheduled for 22 September 2017. - The venue is secured - Report and action list of the previous meeting was finalised. - Draft agenda was developed for inputs and approval. - Communique was forwarded to stakeholders to ensure that the date is diarised. |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of platforms facilitated to improve tourism-sector stakeholder engagement and NTSS implementation . | <p>Three platforms created. (Cont:...)</p> <p>2) Annual Public Lecture hosted.</p> | Concept document for the public lecture developed. | <p>Concept document for the public lecture was developed.</p> <p>To celebrate tourism month, the Department hosts numerous events, including the Public Lecture, which is a platform hosted to exchange and share ideas with different stakeholders. Stakeholders include industry, academics, policy makers and practitioners in order to enhance strategies, planning, programmes and policy decision-making within the tourism sector</p> <p>The Lecture is usually held in the province where the annual Tourism Day Celebration (27 September) takes place. In 2017 the Lecture will be held in the Mpumalanga Province, in partnership with the Mpumalanga Tourism and Parks Agency, Department of Economic Development and Tourism, as well as University of Mpumalanga and Tshwane University of Technology as institutions of higher learning in this province offering tourism related studies.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of platforms facilitated to improve tourism-sector stakeholder engagement and NTSS implementation | <p>Three platforms created. (Cont: ...)</p> <p>3) Annual Tourism Research Seminar hosted.</p> | Report on the 2016/17 National Tourism Research Seminar developed. | <p>Report on the 2016/17 National Tourism Research Seminar was developed. The seminar was held on 17 March 2017. It was meant to disseminate and discuss the findings of the research studies conducted by several Universities the Department has an MOU with (e.g. Universities of Pretoria, Johannesburg, Venda and Cape Peninsula University of Technology). It was also meant to obtain constructive feedback from key stakeholders and researchers in the sector. It created the platform for best practice, knowledge sharing and future research collaborations.</p> <p>The report itself highlight key issues emerging from presentations and discussions, and addressed the following:</p> <ul style="list-style-type: none"> • Potential of the creative industry for destination development in SA film tourism as a case study. • Destination development through understanding tourists' expectations and memorable tourist experience at major tourist attractions. • Interventions and incentives needed to improve the number of enterprises, including state-owned attractions, that embrace responsible tourism management practices. • Tourism value chain and opportunities for transformation in SA. • Development of a framework to assess the economic impact of coastal and marine tourism in SA. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of policy bulletins developed | <p>Two policy development initiatives:</p> <p>1) Two tourism policy bulletins published.</p> | Proactive tracking of policy developments. | <p>National and global policy developments were proactively tracked and the report to inform the policy bulletin was developed. The report covers the national policy developments tracked, which include the following:</p> <ul style="list-style-type: none"> • White Paper on International Immigration. • Discussion document on repositioning of Home Affairs. • Border Management Authority. • National Treasury Sugar Tax Policy. • Revised White Paper of Arts and Culture. • NTSS gazetted for public comments. • The Draft Reviewed Rural Transport Strategy. • The Green Transport Strategy. • Comprehensive Maritime Transport Policy. • Draft National Biodiversity Policy published for public comments. <p>Global policy developments tracked include:</p> <ul style="list-style-type: none"> • Update on converting the Global Code of Ethics into an International Convention. • UNWTO's Network on Child Protection. • European Union's Promotion and Protection of the Rights of the Child. • Africa Visa Openness Index. |

2017-18 Quarter 1 Report – Actual Data

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of policy bulletins developed | <p>Two policy development initiatives: (Cont:....)</p> <p>2) Policy position in relation to negative unintended implications of developments in the sharing economy.</p> | Identification and analysis of international policy practices sharing economy in the accommodation subsector. | <p>Report on the identification and analysis of international policy practices on the sharing economy was developed and approved. The report covers, amongst others, the following:</p> <ul style="list-style-type: none"> • International regulatory practices; • Sharing economy challenges foreseen by critics. • Opportunities identified by proponents. • Caution from literature. • Common Regulatory Practices. • South African Regulatory Regime. • Property Rates Act of 2014. • National Land Transport Amendment Bill. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|--------------------------|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Number of monitoring and evaluation reports on tourism projects and initiatives developed | <p>Four reports developed:</p> <p>1) 2016 State of Tourism (STR).</p> | Publish the 2015/16 STR. | <p>The 2015/16 STR was not published. However, the report was developed, and includes the following sections:</p> <ul style="list-style-type: none"> • Tourism in a Global Context. • Introduction to South Africa's Destination Competitiveness. • South Africa Tourism Demand Performance. • South Africa Tourism Supply Performance. • Sector Environment and Impact. <p>Reason for Variance: New data became available and the Department decided to update the document with the latest information.</p> <p>Corrective Measure: The STR Report will be submitted to the Minister for consideration, and published in quarter two.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Number of monitoring and evaluation reports on tourism projects and initiatives developed. | <p>Four reports developed. (Cont:....)</p> <p>2) Evaluation report on Food Safety Programme.</p> | Framework for the evaluation of Food Safety Programme developed. | <p>Framework for the evaluation of the Food Safety Programme has been developed and completed.</p> <p>Evaluation of the Food Safety Programme is meant to determine if the programme has yielded benefits in terms of the objectives it was meant to achieve; the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability of the programme. Information derived from the evaluation will enable the Department to learn from the implementation of the project, and address the challenges raised during evaluation, in order to make decisions about whether or not to invest more resources in future into the programme.</p> <p>The framework covers the following:</p> <ul style="list-style-type: none"> • Background and overview of the Food Safety Programme. • Rationale for the Evaluation. • Problem Statement. • Aims and Objectives of the Evaluation. • Literature Review. • Methodology. • Reporting Format. • Implementation Plan. |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Number of monitoring and evaluation reports on tourism projects and initiatives developed | <p>Four reports developed: (Cont:.....)</p> <p>3) Evaluation report on Tourism Incentive Programme (Market Access Incentive).</p> | Framework for the evaluation of the Tourism Incentive Programme (Market Access Incentive) developed. | <p>Framework for the evaluation of the Tourism Incentive Programme (Market Access Incentive) has been developed and completed. The framework was developed using documents from project owners and other documents sourced from the internet.</p> <p>The framework covers the following:</p> <ul style="list-style-type: none"> • Introduction and Background. • Rationale for the Evaluation. • Problem Statement. • Aims and Objectives of the Evaluation. • Tourism Incentive Programme (Market Access Incentive). • Desktop Research on Trade Fairs. • Methodology. • Reporting Format. • Implementation Plan. |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Number of monitoring and evaluation reports on tourism projects and initiatives developed. | <p>Four reports developed: (Cont:...)</p> <p>4) 2016/17 National Tourism Sector Strategy (NTSS) implementation report.</p> | Review the framework for the 2016/17 NTSS implementation report Stakeholder consultation on the framework undertaken. | <p>Framework for the 2016/17 National Tourism Sector Strategy (NTSS) implementation report was reviewed and stakeholders consulted.</p> <p>The Framework provides for the development of the 2016/17 NTSS Annual Implementation Report, and outlines the format, content to be covered as well as the sources of information/data. The Report is intended to cover the initiatives and activities implemented during the 2016/17 financial year, and also reflects on, and captures some of the current developments within the tourism space which are relevant to NTSS implementation. It also reflects upon prominent factors which affected tourism during the period of reporting to provide perspective on some of the challenges confronting the sector.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 4. Number of information systems and frameworks developed and maintained. | Concept on the design and implementation plan of the National Tourism Information and Monitoring System (NTIMS) developed. | Benchmarking and analysis of the NTIMS requirements conducted. | <p>Benchmarking and analysis of the NTIMS requirements has been conducted. The Benchmarking and Analysis Report was concluded, and it covers the following:</p> <ul style="list-style-type: none"> • Objective of the NTIMS. • Situational analysis. • Benchmarking. • Stakeholder involvement. • Constraints. • Dependency linkages. • Data and information to be collected. • Targeted business categories. • Project activities / milestones. • Risk and threat management plan. <p>Provincial consultative workshops were conducted in this regard, the main objectives of which were to understand the nature, extent of availability of tourism databases at various provinces, information needs of tourism stakeholders, and also to mobilise support, commitment and provide platform for stakeholders to give inputs on the development of the NTIMS.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 4. Number of information systems and frameworks developed and maintained. | Training of youth as data capturers for collection the NTIMS data (2 per municipality). | Training gaps and need in data capturers identified. | <p>Training gaps and need in data capturers have been identified.</p> <p>The Department is preparing to train unemployed youth as data capturers for the information required to develop the NTIMS. Training will enhance the quality of collected information, research data, geographic spread, ownership, etc., which can be attained through learned competences of behavioural attitudes and technical skills fundamental for effective data collection. Training and deployment of unemployed youth will also assist municipalities with necessary capacity for development, review and maintenance of municipal tourism databases that will feed into the NTIMS. The project is meant to recruit and train two unemployed youth per municipal jurisdiction will result into a sum total of 514 young people trained as data capturers for all 257 municipalities in the country which, cover the Metro, District and Local municipalities.</p> <p>The report (Training Gaps and Needs in Data Capturers Report – 2017/18) identifies skills requirements for data capturers and highlights training needs to enable effective field workers. It outlines key milestones necessary to achieve the main objectives of this project. It defines project objectives, identifies key stakeholders, predicts the duration in which the project will take place as well as linking project items to budgets, and provides risk and threat analysis.</p> |

2017-18 Quarter 1 Report – Actual Data

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 4. Number of information systems and frameworks developed and maintained. | Two mobile applications maintained (Tourist Guides & VICs). | Report on the two maintained mobile applications developed. | <p>A report on the two maintained mobile applications has been developed. These Apps are exclusive to communicating, promoting and disseminating tourist guide and visitor information centers (VICs) database and information.</p> <ul style="list-style-type: none"> • Visitor Information Centre Application (VIC) • Tourist Guide Mobile Application <p>They are downloadable on two popular mobile platforms, namely iOS and Android. (Google Play Store and Apple App Store)</p> <p>During the period under review, owners of visitor VICs, Tourist Guide Registrars and departmental staff were notified to download both the tourist guides and VICs applications (apps) to test and determine good user experiences.</p> |



Strategic objective: To enhance regional tourism integration.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 5. Number of initiatives facilitated in multilateral fora. | Two initiatives: Draft plan for hosting of a tourism work stream during the 2018/19 BRICS summit developed. | Internal stakeholder consultation commenced. | <p>Internal stakeholder consultation was conducted as the plan will have an impact on the other Branches of the Department as implementers.</p> <p>These consultations are part of a process that will culminate into the development of a draft plan for hosting of a Tourism Work Stream during the 2018/19 BRICS Summit.</p> <p>The current BRICS structure does not have a tourism work stream, and this restricts the tourism sectors of the BRICS countries to address tourism relates issues and derive potential benefits.</p> |



Strategic objective: To enhance regional tourism integration.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 5. Number of initiatives facilitated in multilateral fora. | Two initiatives: (Cont:...) Final plan for the hosting of a Tourism Workstream during South Africa's chairship of IORA developed. | Draft plan for hosting of Tourism Workstream during South Africa's chairship of IORA developed. | Draft plan for hosting of Tourism Workstream during South Africa's chairship of IORA was developed. The includes the following: <ul style="list-style-type: none"> • Cruise Tourism. • Establishment of the Tourism Core group. • Second Meeting of IORA Tourism Ministers. • Logistics. |



Strategic objective: To enhance regional tourism integration.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 6. Number of initiatives facilitated for regional integration. | Two initiatives: Ministerial Session at the 2017 Tourism Indaba hosted. | Ministerial session at the 2017 Tourism Indaba hosted. | Indaba Ministerial Session 2017 was hosted on 15 May 2017. The Indaba provides a platform for key industry players and the politicians whose mandate is to grow and develop travel and tourism on the African continent, to deliberate on tourism trends, opportunities and challenges, facing the tourism sector in Africa. |
| | Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements hosted. | Conduct stakeholders engagement in preparation for the workshop. | Mpumalanga and North West Provinces were consulted regarding the hosting of the Best Practices Workshop. A request went out to Provinces during the 2016/17 financial year to express interest to co-host the workshop with the Department. Except for Limpopo, who co-hosted the workshop in 2016/17, only Mpumalanga and North West expressed interest to co-host. |



2.3 PROGRAMME 3

DESTINATION DEVELOPMENT



Strategic objective: To diversify and enhance tourism offerings.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1.Number of destination enhancement initiatives implemented. | Monitor the implementation of Four destination initiatives: <ul style="list-style-type: none"> • Shangoni Gate Tourism development in Kruger National Park • Phalaborwa Wild Activity Hub in Kruger National Park. • National Heritage Monument Park Interpretation Centre. • Signage at identified National Heritage sites: <ul style="list-style-type: none"> ➤ SANParks Kgalagadi Transfrontier Park, ➤ Golden Gate National Park, ➤ Gugulethu Seven Memorial and ➤ Sarah Baartman Heritage Site. | Implementation progress report on four destination enhancement projects in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits. | <ul style="list-style-type: none"> • Implementation Progress Reports were completed for four destination enhancement initiatives as follows: (1) Shangoni Gate and (2) Phalaborwa Wild Activity Hub in the Kruger National Park, (3) National Heritage Monument tourism development and (4) Interpretive signage at four National Heritage sites. (SANParks-Kgalagadi Transfrontier Park, Golden Gate National Park; Gugulethu Seven Memorial, and Sarah Baartman Heritage Site.) |

Strategic objective: To diversify and enhance tourism offerings.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of destination enhancement initiatives implemented | One programme (facilitating the implementation of the Blue Flag programme at additional 25 South African beaches). | Continue with monitoring the implementation of the Blue Flag Programme at the existing 50 beaches. | <ul style="list-style-type: none"> Monitoring of the implementation of the Blue Flag Programme at existing 50 beaches was completed. A total of 191 Beach Stewards were trained on Module 2 of Environmental Educators Training & Development Programme (EETP) at 50 beaches. |



Strategic objective: To diversify and enhance tourism offerings.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of destination enhancement initiatives implemented. | One route development project supported: <ul style="list-style-type: none"> Indi-Atlantic Route | Develop a concept document and business case for the route. | <p>Concept document and business case for the route has been developed. These documents cover the following areas:</p> <ul style="list-style-type: none"> Strategic importance of the development of the Indi-Atlantic Route. Objectives for the development of the Indi-Atlantic Route. Scope of work. Approach and methodology. Key deliverables. Supply and demand analysis. Case building for the Indi-Atlantic Route. Development of marketing Plan. Route development. Launching of the route. Monitoring and evaluation. Synergies with other plans, existing projects and other initiatives. Other key considerations for the project. Duration of the project. |



Strategic objective: To diversify and enhance tourism offerings.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of destination enhancement initiatives implemented. | One route development project supported: <ul style="list-style-type: none"> Indi-Atlantic Route | Appointment of service provider to conduct demand and supply analysis. | <p>Appointment of service provider to conduct demand and supply analysis was not completed. However, the Terms of Reference was finalised and approved.</p> <p>Reason for Variance:</p> <p>This is a new area of work and there were delays in processing the Terms of Reference through the Bid Specification Committee (BSC). More than one meeting of the BSC had to be convened.</p> <p>Corrective Measure:</p> <p>The bid has been advertised and the appointment of the service provider will be finalised shortly.</p> |



Strategic objective: To diversify and enhance tourism offerings.

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|-----------------------|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of destination enhancement initiatives implemented | Destination planning manual developed. | Finalise procurement. | Procurement for the manual has not been finalised. However, the Terms of Reference for the appointment of a Service Provider to develop the destination planning manual was drafted and approved. The service provider has however not been appointed yet. |
| | Methodology for the development of tourism precincts. | Finalise procurement. | Procurement for the methodology has not been finalised. The Terms of Reference for the appointment of Service Provider to develop the methodology for the development of tourism precincts was drafted and approved. The service provider has however not been appointed yet. |



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

| Key Performance Indicator | Annual Target | Quarter 3 Targets | |
|--|---|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of Working for Tourism projects funded through EPWP. | Seven projects funded: <ul style="list-style-type: none"> • Letlamoreng Dam • Phiphidi Waterfall • Platfontein Game Farm • National Youth Chefs • Sommelier Training Course • Youth in Hospitality Service Training Programme • Food Safety Programme | Transfer payments based on satisfactory progress reports. | Satisfactory progress reports were provided. However, there were no payments requested as the projects still had funds in their accounts. |
| | | Monitor implementation of projects. | <p>Monitoring of the implementation of projects in the Northern Cape- (Platfontein Game Farm) and Limpopo (Phiphidi Waterfall) were completed as follows:</p> <ul style="list-style-type: none"> - Site visits were conducted on 25 April 2017. - Construction has commenced for both projects (North West and Limpopo) - A total of 112 people were employed in Northern Cape and 42 in Limpopo as at May 2017. |



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

| Key Performance Indicator | Annual Target | Quarter 3 Targets | |
|--|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of Working for Tourism projects funded through EPWP. | Seven projects funded: <ul style="list-style-type: none"> • NW Letlamoreng Dam • Phiphidi Waterfall • Platfontein Game farm • <i>National Youth Chefs</i> • <i>Sommelier Training Course</i> • <i>Youth in Hospitality Service Training Programme</i> • <i>Food Safety Programme</i> | Monitor implementation of projects. (Cont...) | <p><i>Reason for Variance:</i></p> <p>North West (NW) Letlamoreng Dam - There was no need for monitoring visits as the project files were submitted to GTAC for technical evaluation and project advice.</p> <p><i>Corrective Measure:</i></p> <ul style="list-style-type: none"> • North West (NW) Letlamoreng Dam - Planning is on hold pending the outcome of the GTAC assessment which is expected at the end of August 2017. <p><u>Note:</u> The performance of the four (4) training programmes are reported on slides 50-53</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|-------------------------|-------------------|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Number of full-time equivalent jobs (FTE) created through Working for Tourism programme per year. | 3 085 FTE jobs created. | 463 | <p>835 FTE jobs created through Working for Tourism programme</p> <p><i>Reason for Variance:</i></p> <p>Advanced planning and having the correct mix of high labour intensive projects at the beginning of the financial year led to more FTE jobs been created.</p> |



2.4 PROGRAMME 4

TOURISM SECTOR SUPPORT SERVICES



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of initiatives supported to promote B-BBEE implementation. | <p>Four initiatives supported to promote B-BBEE implementation:</p> <p>1) Monitoring report on the implementation of the amended tourism B-BBEE sector code developed.</p> | Terms of reference for the monitoring on the implementation of the amended tourism B-BBEE sector code developed. | <p>Terms of reference for the monitoring on the implementation of the amended tourism B-BBEE sector code were developed and approved.</p> <p>The Terms of reference are for the appointment of a Service Provider to conduct a survey in the tourism sector to assess the level of compliance by tourism enterprises with the tourism B-BBEE sector code.</p> <p>The appointment will be done in quarter two.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of initiatives supported to promote B-BBEE implementation. | 2) Tourism Sector Transformation Indaba. | Draft Tourism Transformation Indaba concept document and draft programme developed. | Draft Tourism Transformation Indaba concept document and draft programme were developed. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of initiatives supported to promote B-BBEE implementation. | 3) Guidelines for commercialisation of state-owned attractions. | The status quo for commercialisation of state-owned attractions determined. | Report on the status quo for commercialisation of state-owned attractions developed. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of initiatives supported to promote B-BBEE implementation. | 4) Establish funding mechanisms through partnerships with development finance institutions (DFIs) to support tourism sector transformation. | Identify and engage DFIs for possible partnerships. | The National Empowerment Fund (NEF) was identified and meetings were held to establish a partnership. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of social tourism initiatives undertaken. | Two social tourism initiatives undertaken: 1) Framework for supporting tour operators to facilitate social tourism. | 3 Information workshops Hosted (consultations done). | <p>Information workshops were not hosted. However, in preparation of the workshops, consultation meetings were held during Indaba with KwaZulu-Natal, Limpopo, Northern Cape, North West and the Western Cape provinces.</p> <p>Reason for variance: It was not possible to have the information workshops held in Quarter 1 as the Department's Business Plan finalisation and internal Performance Agreements according to the new organisational structure took longer.</p> <p>Corrective Measure: The conceptualisation of the workshops was done in the 1st Quarter and the workshops were planned for quarter 2. The first workshop was done in the Free State on 25 and 26 July 2017. Northern Cape (Upington and Kimberley) will be done on 5 and 6 September 2017.</p> |

2017-18 Quarter 1 Report – Actual Data

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---------------------------------------|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of social tourism initiatives undertaken. | 2) Develop one social tourism scheme. | Situational analysis on social tourism schemes done. | <p>Situational analysis on social tourism schemes was done and a social tourism scheme concept document was developed.</p> <p>This is an initiative of the Department to address the gaps identified in the Domestic Tourism Growth Strategy, which include access, affordability, seasonality and uneven geographic spread.</p> <p>The aim is to encourage a culture of travel among South Africans.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Implementation of the enterprise development programme. | 400 enterprises supported with training and development. | Needs assessments conducted. | Needs assessment was conducted. Orientation workshops were conducted in all nine provinces. |
| | Development of the Long-Term Framework for enterprise development based on current policy pronouncement. | Stakeholder engagement on current SMME policy pronouncements. | <p>Stakeholder engagement on current SMME policy pronouncements was conducted on 9 June 2017 at the SEDA Head office in Hatfield Pretoria.</p> <p>The Enterprise Development Programme and the Incubator concept were presented to the Directors-General of the Department of Small Business and Cooperatives Coordination Committee Meeting. This meeting is chaired by the DG for the Department of Small Business Development.</p> <p>In quarter two the review and update on the current Enterprise Development policy will be done.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--------------------------------------|--|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 4. Number of Incubators implemented. | <ul style="list-style-type: none"> 2 existing incubators supported. 1 new incubator established. | Monitoring and report on the: <ul style="list-style-type: none"> 2 existing incubators supported. | <p>2 existing incubators (Pilanesberg and Manyeleti) were supported. Support provided included the following:</p> <ul style="list-style-type: none"> Two (2) Workshops organised at the Pilanesberg Incubator (North West Province): 43 SMMEs attended. Two (2) Information sharing sessions at the Manyeleti Bushbuckridge Local Municipality in Mpumalanga: 39 SMMEs attended. Marketing: Six (6) SMMEs were assisted with online marketing. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--------------------------------------|--|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 4. Number of Incubators implemented. | <ul style="list-style-type: none"> • 2 existing incubators supported. • 1 new incubator established. | Monitoring and report on the: <ul style="list-style-type: none"> • 1 rural tourism node incubator outreach. | <p>One rural tourism node incubator outreach was done.</p> <p>One rural initial needs assessment site visit was conducted in Mier and Upington- Northern Cape; Pilgrims Rest- Mpumalanga and Phalaborwa- Limpopo.</p> <p><i>Reason for Variance:</i></p> <p>The Department is conducting feasibility studies for an additional incubator to be set up in the current financial year. Studies were done in:</p> <ul style="list-style-type: none"> • Northern Cape (Mier and Upington) • Mpumalanga (Pilgrims Rest hub) • Limpopo (Phalaborwa) • North West Province (Madikwe). |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 5. Number of priority areas to support the implementation of Responsible Tourism. | Four incentive programmes supported with funding: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy efficiency • Universal accessibility (pilot) | Implementation report covering new and existing programmes funded through TIP: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy-efficiency • Universal accessibility (pilot). | Implementation report covering new and existing programmes funded through TIP was developed and finalised. The report covers progress on the development and implementation of programmes and support related to market access, tourism grading, energy efficiency, the pilot initiative on universal accessibility and other initiatives. |
| 6. Number of priority areas to support the implementation of Responsible Tourism. | Five Community Tourism enterprises supported to enter tourism value chain. | Development of the concept document. | Concept document providing a rationale for the implementation of the project of development and support of five (5) Community Tourism enterprises to enter tourism value chain has been developed. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 7. Number of initiatives for improving visitor services implemented. | Initiate audit of the tourist guides register. | Status of Provincial Registers developed. | Tourist Guides Registers' workshop was conducted on 1-2 June 2017 and status of Provincial Registers was developed. |
| | Upgrade on the security features on the tourist guides' identification badges. | Terms of reference to be developed. | Terms of Reference for the appointment of Service Provider to produce and print tourist guides identification cards with security features were developed. |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarter 3 Targets | |
|--|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 7. Number of initiatives for improving visitor services implemented. | Two National Tourism Information Gateways (NTIGs) maintained and enhanced: <ul style="list-style-type: none"> • ORTIA NTIG • KSIA NTIG | Two Operational and Enhancement Reports developed for approval: <ul style="list-style-type: none"> • ORTIA NTIG • KSIA NTIG | Two Operational and Enhancement Reports were developed for approval: <ul style="list-style-type: none"> • ORTIA NTIG • KSIA NTIG |
| | One NTIG developed: <ul style="list-style-type: none"> • Cape Town International Airport (CTIA) | Stakeholder engagement for development of CTIA NTIG commenced and a report developed. | The CTIA stakeholder engagement discussed the gateway model. The decision was taken to have a broader consultation forum to discuss the new way of establishing and managing visitor centres. During the 2017 Tourism Indaba the following provinces were consulted: Eastern Cape, Gauteng, Northern Cape, North West and KwaZulu-Natal. A report was developed. |

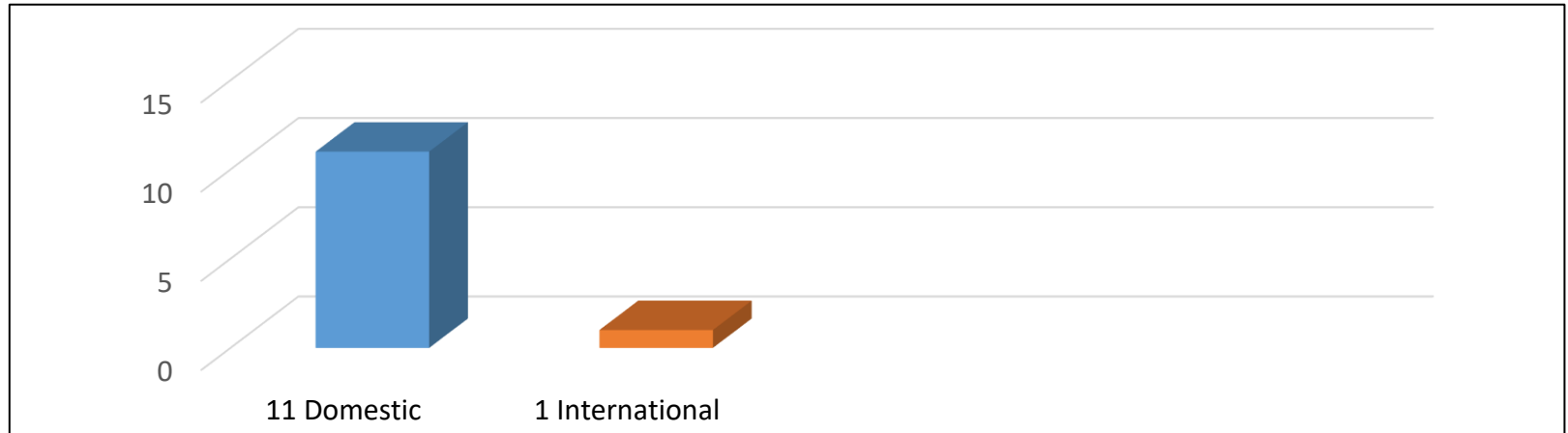


Strategic objective: Strategic objective: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation.

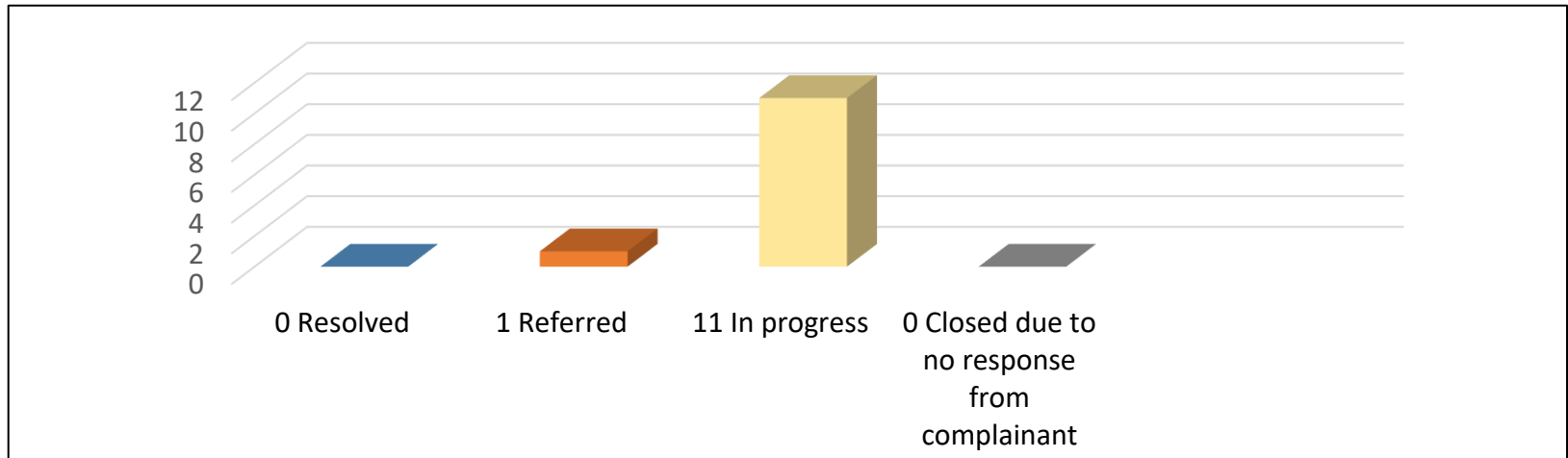
| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 7. Number of initiatives for improving visitor services implemented. | 100% of tourist complaints referred to appropriate authorities for resolution within the agreed timeframes. | Quarterly report on received tourism complaints developed. | Quarterly report on tourism complaints received for the 1 st Quarter was developed. There were twelve (12) complaints received; 11 were domestic and one (1) was international. The following graphs slides provide an indication on the nature of these complaints. |



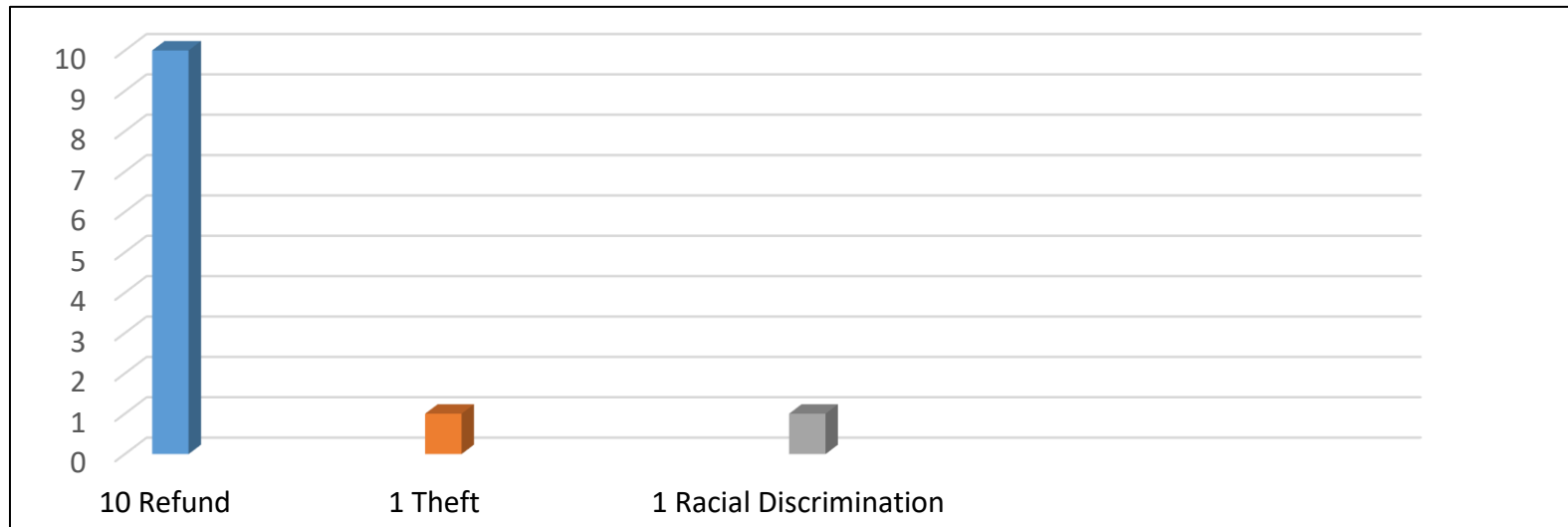
INTERNATIONAL AND DOMESTIC



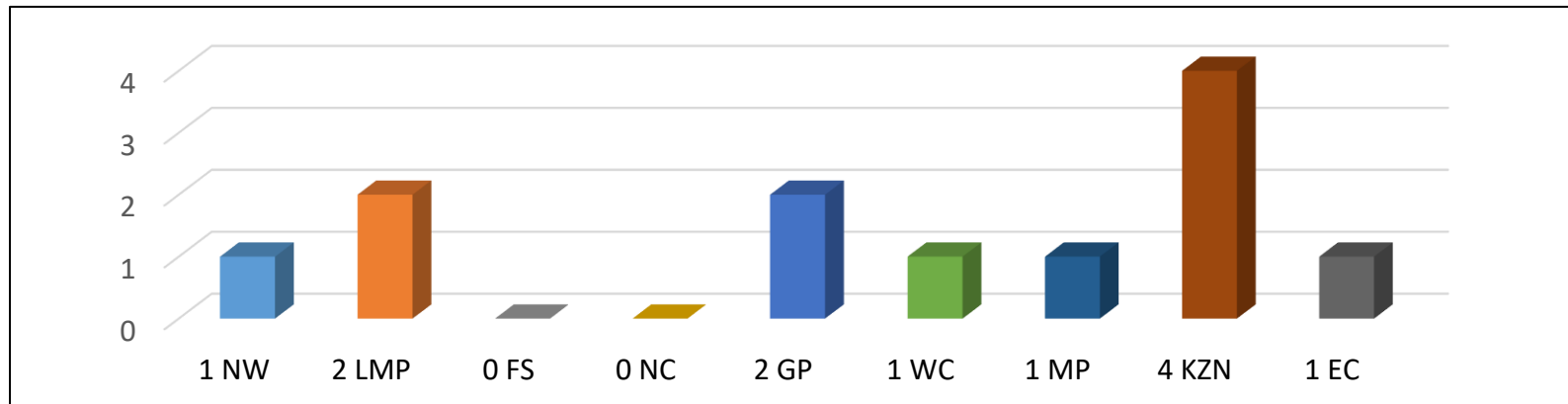
STATUS OF COMPLAINTS



NATURE OF COMPLAINTS



NUMBER OF COMPLAINTS PER PROVINCE



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | Ten capacity-building programmes: 1. Implement the National Youth Chefs (NYC) targeting 577 trainees. | CTP targeting 577 trainees implemented. | <p>Chefs Training Programme (CTP) targeting 577 trainees was implemented. The training of all chef learners were completed. A total of 570 learners qualified to sit for the final exams at the end of April and beginning of May 2017. The results have been received and 518 learners will be graduating in July and August 2017.</p> <ul style="list-style-type: none"> • 129 passed with distinction • 215 received merits • 2 learners were absent for their exams Mpumalanga and Gauteng (Vaal) |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|---|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 2. 300 Youth enrolled in the Sommelier training course. | Sommelier training course implemented. | <p>Sommelier training course implemented.</p> <ul style="list-style-type: none"> Recruitment and training of 297 learners commenced in Western Cape, KZN and Gauteng. Stakeholder engagements were conducted in four provinces i.e. Western Cape, KZN, Gauteng and Northern Cape. Training commenced in Western Cape (150), KZN (87), Gauteng (30) and Northern Cape (30). <p>Reason for variance: Outstanding 3 learners are yet to be recruited from KZN.</p> <p>Corrective Measure: The implementer recruited an additional 15 learners in July 2017 to address issues of possible drop-outs in the future. They were placed at EThekweni.</p> |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|--|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 3. Training facilitated for 2 000 trainees in the Youth in Hospitality Service Training Programme. | Hospitality service training programme implemented. | Hospitality service training programme was implemented in six provinces (Gauteng (230), Mpumalanga (350), Eastern Cape (114), KZN (568), Western Cape (575) and Northern Cape (118)). |
| | 4. 500 learners enrolled in the Food Safety programme. | Food Safety Programme implemented. Cont..... | Food Safety Programme was implemented in 8 provinces as follows: <ul style="list-style-type: none"> • Recruitment was done in 8 provinces excluding NC due to lack of response from Provincial stakeholders. • 476 learners have been enrolled to date of which 403 are women. • First Project Advisory Committee meeting was held in Cape Town on 16 May 2017. • Classroom monitoring visits were conducted in Limpopo, North West, Gauteng and Mpumalanga. |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 4. 500 learners enrolled in the Food Safety programme. | Food Safety Programme implemented (Cont.....). | <p>Reason for Variance: Northern Cape (NC) was no longer interested in participating due to lack of interest shown into the programme even after advertising.</p> <p>Corrective Measure: The outstanding 24 learners were to be recruited across different provinces to make up for the shortfall during the next quarter.</p> |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 5. Establishment of a coordinating body for THRD. | A working group to inform the development of a concept document for governance structures and institutional arrangement established. | A working group constituting of key stakeholders to inform the development of a concept for governance structures and institutional arrangement was established. The first meeting for the group was scheduled for 19 July 2017. |
| | 6. Local government tourism induction programme, with a focus on rural areas with tourism potential (eight municipalities). | Stakeholder engagements on tourism induction programme concept and implementation plan in the identified rural areas. | Stakeholder engagements on tourism induction programme concept and implementation plan in the identified rural areas were conducted as follows: <ul style="list-style-type: none"> • Mopani District Municipality- 30 May 2017; • Vhembe – 31 May 2017 ; • Chris Hani District Municipality- 24 June 2017; and • Nkomazi Local Municipality- 29 June 2017 |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 7. NTCE convened. | NTCE 2017 project plan in place. | NTCE 2017 project plan was developed and is in place. |
| | 8. Twenty Black women trained at an institution of higher learning. | Recruitment and selection of 20 candidates. | <p>Recruitment and selection of 20 new candidates was not done.</p> <p>However, a submission to appoint UNISA as a sole service provider was approved. The target market for the pilot phase of the Programme was twenty black South African women in senior management positions in the tourism industry.</p> <p>Reason for Variance: Discussions to reach concurrence with the implementing partners are still on going in order to finalise the recruitment and selection process of the 20 new candidates.</p> <p>Corrective Measure: The discussions are due to be finalised in the second quarter.</p> |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|--|----------------------------|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 9. Two tourist guiding skills development programmes identified and implemented: <ul style="list-style-type: none"> • Up-skilling of existing tourist guides at WHS (Mapungubwe and uKhahlamba) • Training of new entrants in adventure guiding. | Needs analysis identified. | Needs analysis were identified as follows: <ul style="list-style-type: none"> • Training needs for up-skilling tourist guides at the Mapungubwe and uKhahlamba were identified. • A training proposal for adventure guiding with project deliverables and time-frames was developed. |



Strategic objective: To facilitate tourism capacity-building programmes.

| Key Performance Indicator | Annual Target | Quarterly 3 Targets | |
|--|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of capacity-building programmes implemented. | 10. Training of 60 youth on Resource Efficiency (National Cleaner Production Centre of South Africa) assessment methodology. | Recruitment and selection of 60 trainees (20 per quarter). | <p>Recruitment and selection of 60 trainees (20 per quarter) was not finalised. However, the selection criteria has been developed and the training schedule was developed with the National Cleaner Production Centre (NCPC).</p> <p>Reason for Variance: Late finalisation of the procurement process delayed the recruitment and selection.</p> <p>Corrective Measure: The selection of trainees will take place in quarter two.</p> |



2.1 PROGRAMME 1:

CORPORATE MANAGEMENT



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---------------------------------------|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of strategic documents developed. | Review of the SP and APP for 2018/19. | Organisational performance management guidelines reviewed. | <p>Organisational performance management guidelines for 2017/18 were reviewed.</p> <p>These Guidelines provide guidance to Branches and staff on how the organisational performance management system (for performance planning and reporting, and risk management) in the Department is to be carried out, to ensure that the Department effectively and efficiently fulfils its legislative mandate.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|--|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of strategic documents developed. | Annual Performance Report for 2016/17 as well as four quarterly reports on the implementation of the SP and APP developed. | Fourth-quarter performance reports for 2016/17 submitted DPME. | <p>Fourth-quarter performance reports for 2016/17 were submitted to DPME.</p> <p>These reports provide progress updates on the implementation of the APP, with particular reference to monitoring delivery against quarterly performance targets, and also facilitate effective accountability to enable legislators and other interested parties to track progress, identify the scope for improvement and better understand the nature of the issues the Department is grappling with.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|--|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of strategic documents developed. | Annual Performance Report for 2016/17 as well as four quarterly reports on the implementation of the SP and APP developed. | Performance information for Annual Report submitted to AGSA. | <p>2016/17 Performance information for Annual Report was submitted to AGSA on 31 May 2017.</p> <p>Annual Report provides information on performance of the Department in the preceding financial year for the purposes of oversight.</p> <p>It reports on each and every performance measure as specified in the SP and APP, and states the reasons for major variances between target and actual performance.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|--|---|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 1. Number of strategic documents developed. | Four quarterly risk analysis reports prepared. | Fourth-quarter risk analysis report for 2016/17 prepared for adoption by the RMC. | <p>Fourth-quarter risk analysis report for 2016/17 was prepared for adoption by the Risk Management Committee (RMC). Adoption however, was dependent on RMC meeting which was postponed to 25 July 2017.</p> <p>Reason for Variance: The RMC meeting scheduled for 25 May 2017 was postponed to 25 July 2017 as a result of the finalisation of the appointment of the RMC Chairperson. Interviews were conducted on 24 April 2017 and 22 May 2017.</p> <p>Corrective Measure: Prepared fourth-quarter risk analysis report for 2016/17 has since been submitted to the RMC meeting held on 25 July 2017. The appointment of the Committee Chairperson has also since been finalised, and the RMC has a new external and independent Chairperson.</p> |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--------------------------------------|--|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 2. Number of public entity oversight reports prepared. | Four SAT oversight reports prepared. | SAT quarterly oversight report prepared. | <p>SAT quarterly oversight report was prepared. The report covers non-financial performance, financial performance, compliance with the PFMA and risk, HR and key vacancies, Board matters, Parliamentary and stakeholder matters, updates on significant projects.</p> <p>Non-financial performance analysis includes the number of international tourist arrivals achieved, number of domestic holiday trips achieved, number of business events hosted, number of business delegates hosted, total tourism revenue achieved, percentage of brand positivity achieved, number of graded accommodation establishments, and graded rooms achieved.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---------------------------|--------------------------------|--------------------------------|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 3. Vacancy rate. | Vacancy rate not to exceed 8%. | Vacancy rate not to exceed 8%. | <p>Vacancy rate as at 30 June 2017 was at 14,8%.</p> <p>Reason for Variance: The Department has more than doubled the number of vacancies on its establishment following the restructuring process of which the migration ended in April 2017. This also resulted in the Department having many employees additional to the establishment.</p> <p>Corrective Measure: A bulk internal recruitment drive has since commenced with all posts advertised, captured and the first set of short listings per Branch took place in June 2017. HR staff is implementing the recruitment policy to reduce the vacancy rate in order for the department to meet the target.</p> <p>It should also be noted that internal recruitment drive is a cycle that will repeat itself as the Department fills posts, whilst others become vacant. It should however normalise by the end of the financial year.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 4. Percentage women representation in senior management service (SMS), representation for people with disabilities, and black representation. | Maintain minimum of 50% women representation at SMS level. | Maintain minimum of 50% women representation at SMS level. | Women representation at SMS level was maintained at 54.4%. |
| | Maintain minimum of 3% people with disabilities representation. | Maintain minimum of 3% people with disabilities representation. | People with disabilities representation were maintained at 4.5%. |
| | Maintain minimum of 91.5% black representation. | Maintain minimum of 91,5% Black representation. | Black representation was maintained at 95.5%. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 5. Development and percentage implementation of Workplace Skills Plan (WSP) with targeted training interventions. | Development and 100% implementation of WSP. | Development and 25% implementation of WSP. | <p>Three (3) Skills Programmes which constitute 25% of WSP were developed and implemented. These were a) the development and submission of Work Skills Plan to PSETA, b) two (2) skills programmes facilitated, and c) coordination of Compulsory Induction Programme in line with National School of Government schedule. The costs for rolling out the WSP are derived from 1% of personnel budget (R2 096 320, 00) as per Skills Development Act, and paid to SETAs as levies fee.</p> <ul style="list-style-type: none"> • Development and submission of Work Skills Plan to PSETA: Submission to request approval of the implementation of WSP, and submission thereof to PSETA. WSP indicates a variety of training and development interventions, which the Department aims to implement in 2017/18 financial year, including the number of targeted beneficiaries and estimated amounts. • Two (2) skills programmes facilitated: Twenty officials from different Branches within the Department were nominated to attend the Policy Development Implementation and Analysis on 26-30 June 2017. The course was designed to provide the officials with the knowledge skills and values to formulate and evaluate public sector policies and regulations within the context of South African legislation. • Compulsory Induction Programme in line with National School of Government (NSG) schedule: This Programme is undertaken with the NSG to introduce employees to the workings of government. A total of 34 officials have attended the course. |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 6. Percentage compliance with prescripts on management of labour relations matters. | 100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining. | 100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining. | <p>100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining in terms of the following:</p> <ul style="list-style-type: none"> • Grievances – 2. • Misconducts – 2. • Conciliation – 0. • Arbitration – 2. • Matters in court – 1. • Appeals – 0. • Departmental Bargaining Chamber (DBC) – 1. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 7. Implementation of Information Communication Technology Strategic Plan (ICTSP). | Implementation of phase 3 of the ICTSP. | Implementation of 25% of annual deliverables of the ICTSP. | <p>19% of annual deliverables of the ICTSP was implemented through the following deliverables:</p> <ul style="list-style-type: none"> • General ICT Services. • Tourism Website. • Electronic Document Management System (EDMS). <p>Reason for Variance: There were still consultations underway with other stakeholders regarding Tourism Knowledge Portal. Therefore user requirement specifications could not be obtained.</p> <p>Corrective Measure: Consultation will be finalised in the second quarter.</p> |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 8. Number of quarterly and annual financial statements compiled and submitted. | <p>Three quarterly interim financial statements compiled and submitted to NT.</p> <p>One annual financial statement compiled and submitted to NT and AGSA.</p> | Third-quarter interim financial statements compiled and submitted to National Treasury. | Third-quarter interim financial statements were compiled and submitted to National Treasury. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 9. Percentage implementation of the annual internal audit plan. | 100% implementation of the annual internal audit plan. | 30% implementation of the annual internal audit plan. | <p>7.5% of the annual internal audit plan implemented.</p> <p>Reason for Variance: There was a delay with the development of the Audit Plan due to the late finalisation of the Risk Register as a result of the restructuring process.</p> <p>Corrective Measure: The following projects which were supposed to have been completed in quarter one will be finalised in quarter two:</p> <ol style="list-style-type: none"> 1. Preparation of the Internal Audit Plan. 2. Review of the Internal Audit and Audit Committee Charter. 3. Liaising with Senior Management on the projects as per the approved Audit Plan. |



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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|---|---|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 10. Percentage implementation of the communication strategy (media engagement, branding, events management, internal and intergovernmental communications and community engagements /izimbizo). | 100% implementation of the Department's communication strategy. | 100% implementation of the Q1 requirements of the annual implementation plan of the Department's communication strategy. | <p>100% implementation of the Q1 requirements of the annual implementation plan of the Department's communication strategy. This include the following:</p> <ul style="list-style-type: none"> • Production of Corporate Identity, Branding and Events Plan for 2017/18. • Production of corporate and promotional memorabilia plan. • Production and distribution of stakeholder publications. • Production and distribution of three monthly newsletters. • Production and distribution of 2017/18 APP. • Monthly analytical reports on social media presence, web portal and intranet. • Izimbizo's • Departmental Quarterly Media Report (April to June). |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|---|--|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 11. Amendments to the Tourism Act drafted. | Tourism Amendment Bill to improve governance of Tourism governance institutions and the performance of the sector. | Consultation with Cabinet Clusters on the draft Amendment Bill. | <p>Consultation with Cabinet Clusters on the draft Amendment Bill was not done.</p> <p>Reason for Variance: Although a Draft Amendment Bill was approved last financial year, the Department identified the need to study the impact of the sharing economy on tourism for possible policy stance and amendment of the legislation. Consultation with stakeholders and role players to determine a policy position with regard to the sharing economy was conducted in the 1st quarter. Achievement of this quarterly milestone was dependent on consultation with stakeholders for the determination of a policy stance on the sharing economy, which was not processed.</p> <p>Corrective Measure: Request for variation on the implementation timeframes based on Cabinet and Cluster schedule, and shifting of quarter one deliverables to quarter three, will be submitted for approval in quarter 2.</p> |

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

| Key Performance Indicator | Annual Target | Quarterly Targets | |
|--|--|--|---|
| | | Quarter 1 Targets | Quarter 1 Performance – Actual Data |
| 12. Percentage procurement from B-BBEE compliant businesses. | 100% procurement from B-BBEE compliant businesses. | 100% procurement from B-BBEE-compliant businesses. | 100% procurement from B-BBEE compliant businesses was achieved. |



3. Human Resource Information



Employees per Occupational Bands: June 2017

| OCCUPATIONAL BAND | MALE | | | | FEMALE | | | | TOTAL |
|--|------------|----------|----------|----------|------------|-----------|-----------|-----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 2 | 0 | 0 | 1 | 4 | 0 | 1 | 1 | 9 |
| Senior Management. | 22 | 1 | 4 | 1 | 23 | 2 | 3 | 3 | 59 |
| Professionally qualified and experienced specialists and mid-management. | 85 | 2 | 5 | 6 | 89 | 7 | 4 | 6 | 204 |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents. | 64 | 5 | 0 | 0 | 104 | 8 | 3 | 5 | 189 |
| Semi-skilled and discretionary decision making. | 17 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 29 |
| Unskilled and defined decision making. (Interns) | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21 |
| TOTAL | 211 | 8 | 9 | 8 | 232 | 17 | 11 | 15 | 511 |

Workforce Representativity as end of 30 June 2017

TOTAL ESTABLISHMENT

| Race | Number | Percentage |
|---------------------------------|-------------|-------------|
| Africans | 422 | 86.1% |
| Coloureds | 25 | 5.1% |
| Indians | 20 | 4% |
| Whites | 23 | 4.7% |
| TOTAL | 490* | 100% |
| Persons with Disabilities | 23 | 4.7% |
| <i>*Excludes the 21 Interns</i> | | |



4. Financial Information



Budget and Expenditure Review as at 30 June 2017

| Programme | ENE Budget (R'000) | Expenditure (R'000) | Expenditure as per % of ENE Budget |
|---|-----------------------|------------------------|---------------------------------------|
| 1. Corporate Management (CM) | 219,094 | 44,236 | 20% |
| 2. Tourism Policy and Planning (TRP&IR) | 1 208 708 | 687,345 | 57% |
| 3. Destination Development (DD) | 443 953 | 56,076 | 13% |
| 4. Enterprise and Visitors Support Services(TSSS) | 268 401 | 65,780 | 25% |
| Total | 2 140 156 | 853,437 | 40% |



Expenditure per Economical Classification as at 30 June 2017

| Economical Classification | ENE Budget R'000 | Expenditure R'000 | % of ENE Budget Spent | Variance R'000 | Explanation of Variances |
|---|---------------------|----------------------|-----------------------------|-------------------|--|
| Current Payments | 635 930 | 91 493 | 14% | 544 437 | |
| - Compensation of Employees | 271 853 | 70 401 | 26% | 201 452 | Spending for first quarter should be 25 % |
| - Goods and Services | 364 077 | 21 092 | 6% | 342 985 | Low spending – await invoices from Public Works and SITA. |
| Transfers and Subsidies | 1 392 033 | 716 965 | 52% | 675 068 | |
| - Departmental Agencies and Accounts | 1 139 097 | 712 097 | 63% | 427 000 | International Marketing budget allocation paid to SA Tourism in April 2017. |
| - Higher Education Institutions | - | - | - | - | |
| - Foreign Governments and International Organisations | 6 638 | 2 337 | 35% | 4 301 | United Nations World Tourism Organisation membership paid. |
| - Public Corporations and Private Enterprises | 88 279 | 298 | 0% | 87 981 | Tenders, contracts and MoU's in process. |
| - Non-Profit Institutions | 500 | - | 0% | 500 | |
| - Households | 157 519 | 2 233 | 1% | 155 286 | Salary payments for Working for Tourism projects included in Capital Assets. |
| Capital Assets | 112 193 | 44 976 | 40% | 67 217 | |
| - Buildings and other fixed structures | 107 493 | 44 350 | 41% | 63 143 | Payment for capital projects completed. |
| - Machinery and Equipment | 4 700 | 626 | 13% | 4 074 | |
| - Software and other intangible assets | - | - | 0% | - | |
| Payment for Financial Assets | - | 3 | - | (3) | |
| Total | 2 40 156 | 853 437 | 40% | 1 286 719 | |

LIST OF ACRONYMS AND ABBREVIATIONS

| | | | |
|----------------|--|---------------|---|
| AGSA: | Auditor-General of South Africa | NTCE: | National Tourism Careers Expo |
| APP: | Annual Performance Plan | NTIG: | national tourism information gateway |
| B-BBEE: | broad-based black economic empowerment | NTIMS: | National Tourism Information and Monitoring System |
| BRICS: | Brazil, Russia, India, China and South Africa. | NTSF: | National Tourism Stakeholder Forum |
| BSC: | Bid Specification Committee | NTSS: | National Tourism Sector Strategy |
| CTIA: | Cape Town International Airport | ORTIA: | OR Tambo International Airport |
| CTP: | chefs training programme | PFMA: | Public Finance Management Act |
| DBC: | Departmental Bargaining Chamber | PPI: | Programme Performance Indicator |
| DFI: | development finance institutions | RMC: | Risk Management Committee |
| DPME: | Department of Planning, Monitoring and Evaluation | SAT: | South African Tourism |
| EPWP: | Expanded Public Works Programme | SEDA: | Small Enterprise Development Agency |
| FTE: | full-time equivalent | SMS: | senior management service |
| HR: | Human Resources | SMMEs: | small, medium & micro enterprises |
| ICTSP: | Information Communication Technology Strategic Plan | SP: | Strategic Plan |
| IORA: | Indian Ocean Rim Association | STR: | State of Tourism Report |
| KSIA: | King Shaka International Airport | TIP: | Tourism Incentive Programme |
| LP: | Limpopo | TOR: | terms of reference |
| NEF: | National Empowerment Fund | UNWTO: | United Nations World Tourism Organisation |
| NT: | National Treasury | VIC: | Visitor Information Centre |
| NW: | North West | WSP: | Workplace Skills Plan |
| NC: | Northern Cape | | |



Thank You

