

Briefing to the Portfolio Committee on Tourism

Departmental Annual Performance Plan 2017/18 to 2019/20

5 May 2017

broadening horizons



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



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OVERARCHING GOAL AND FIVE STRATEGIC PILLARS (NTSS)

Inclusive
and
Quality
Growth
of the
South
African
Tourism
Economy

- Effective Marketing
- Facilitating Ease of Access
- The Visitor Experience
- Destination Management Practices
- Broad Based Benefits

Inclusive growth cuts across all the five pillars in order to achieve radical economic transformation and not just in one pillar.

DEPARTMENTAL VISION AND MISSION

□ Vision:

Leading sustainable tourism development for inclusive economic growth in South Africa

□ Mission:

To grow an inclusive and sustainable tourism economy through:

- Good corporate and cooperative governance.
- Strategic partnerships and collaboration.
- Innovation and knowledge management.
- Effective stakeholder communication.



FOCUS AREAS TO DRIVE RADICAL ECONOMIC TRANSFORMATION TO ACHIEVE INCLUSIVE GROWTH

- ❑ **Sector Transformation** - Improve levels of transformation in the sector, promoting inclusivity (B-BBEE Plan of Action)
- ❑ **Research, Knowledge Management, Monitoring and Evaluation** - enhanced decision making and availability of information for planning.
- ❑ **Skills Development for the sector** - improve supply of required levels of skills in the sector (Tourism Sector Human Resource Development Strategy – TSHRD) – targeting the youth and required skills development both in government and industry).
- ❑ **Destination Development incl. Coastal and Marine** - enhance and diversify offering
- ❑ **Enterprise Development** - expand participation and benefit. Also a lever for transforming the sector (Targeted approach – including the value chain and women participation).
- ❑ **Responsible Tourism** - promote principles of responsible tourism and sustainability
- ❑ **Regulatory Interventions** - create an enabling regulatory environment for the sector and promote policy harmonisation and integration.

KEY STRATEGIES & PROGRAMMES FOR RADICAL ECONOMIC TRANSFORMATION TO ACHIEVE INCLUSIVE GROWTH

- National Tourism Sector Strategy - NTSS (overarching framework).
- Enhanced growth strategy (5 million more tourists in 5 years).
- Domestic Tourism Strategy (DTS)
- Tourism Enterprise Development Programme (TED-P) and Tourism Incentive Programme.
- Oceans Economy – Marine and Coastal Tourism Programme (MCT-P).
- B-BBEE Council Plan of Action (based on the Tourism B-BBEE Codes of good practice and Transformation Summit).
- Tourism Human Resource Development Strategy (TSHRDS).
- Destination Enhancement Programme to address township & rural tourism and precinct development.
- Working for Tourism Programme (EPWP – linked, with a youth bias).
- Policy and Regulatory Reforms as well as Whole-of-Government Approach to tourism growth (“*doing tourism together*”).
- Responsible Tourism Programme – including Community Participation and Sustainability.
- Women in Tourism Programme.
- People-to-people relations as an engagement mechanisms with the peoples of strategic markets.



PILLARS OF RADICAL ECONOMIC TRANSFORMATION FOR INCLUSIVE GROWTH

Policy

- Levelling the playing field through creating an enabling policy environment – reviewing of the Tourism Act.
- Extracting the data that allows for targeted interventions that will contribute towards informed policy and regulatory instruments to support radical economic transformation.
- Strengthening M&E mechanisms to monitor progress, measure the effect and impact of programmes on individuals, communities, enterprises, society and the economy.

People

- Enterprise Development and Transformation (30 % Women Representation Campaign, Training of Tour Operators to stimulate domestic consumption demand, Enterprise Development Incubator Programme focussed on townships, and rural nodes).
- HRD – Expanding EPWP Skills Development Programme and also Initiating the Recognition of Prior Learning (RPL) Programme.
- Black Women Executive Programme.

Places

- Establishment of a Tourism Development Fund.
- Market Access Programme.
- Spatial Planning and product development with a focus on township tourism, rural nodes and the oceans economy.
- Investment facilitation, utilisation of state owned assets to leverage transformation.

OUTCOMES-REVISED NTSS TARGETS

Indicators/Measure of Performance	2015	2026 Targets(Est.)
Direct contribution to National GDP	R118 bn	R302 bn
Total contribution to National GDP	R375.5 bn	R941.2 bn
Number of direct jobs supported by the sector	702 824	1 mil
Number of total jobs supported by the sector	1 551 200	2 260 380
Increase tourism export earnings	R115 billion	R359 bn
Increase in capital investment	R64 billion	R148.7 bn
<i>Other indicators : Growth in international tourist arrivals, domestic trips and spend in all categories</i>		

OUTCOMES OF THE IMPLEMENTATION PROCESS.

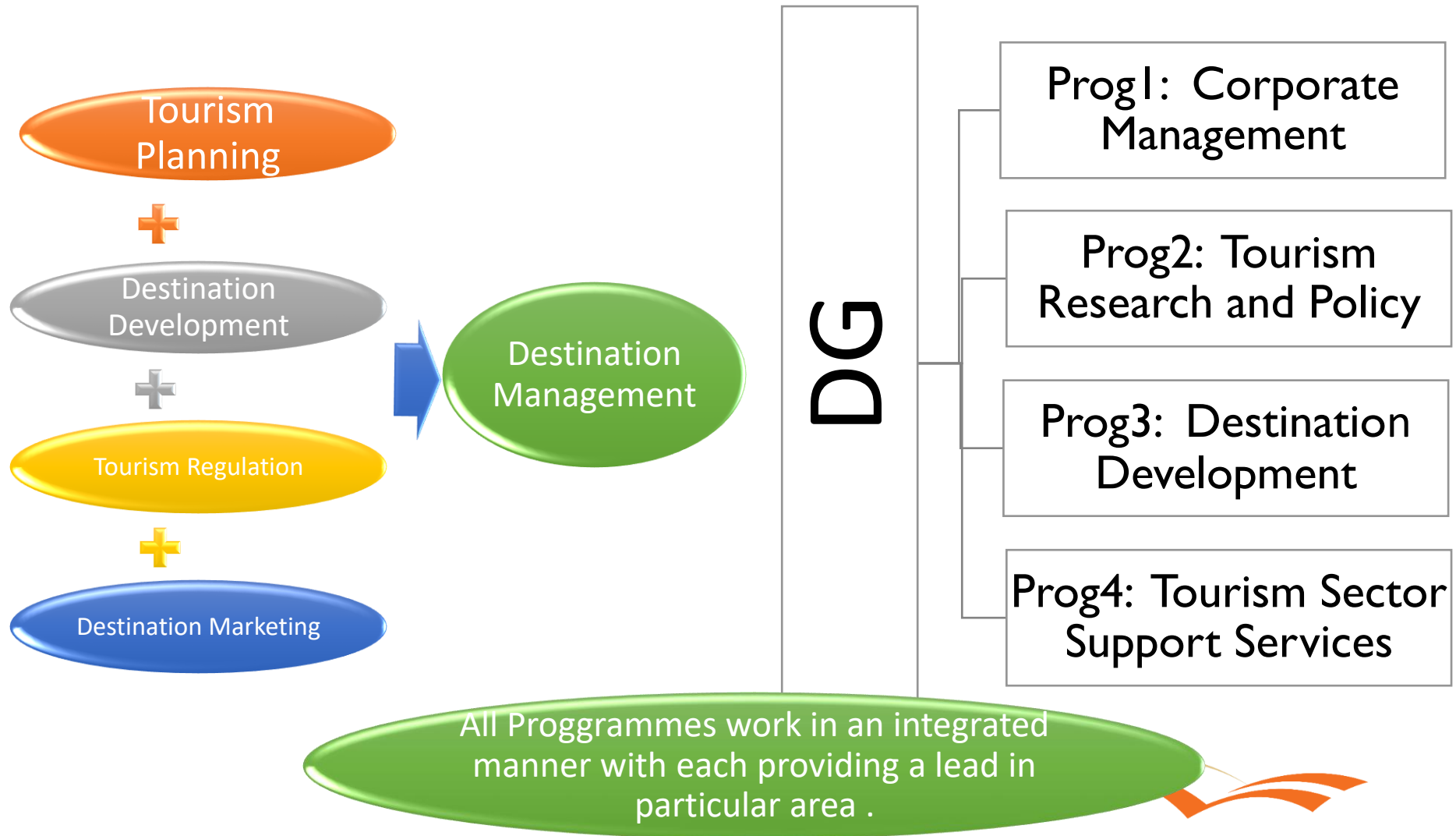
- Improvement of quality of life and well being of South Africans (through employment, reduced inequality and poverty).
 - Contribution to growth of inclusive tourism economy (broad-based participation – including rural areas, townships and equitable/black participation in the tourism economy within the strategic geographic centres of the economy).
 - Women empowerment through the Women in Tourism Programme.
 - Youth empowerment through creation of opportunities in capacity development and enterprise development support.
 - Broadened product base with more value chain opportunities, increased domestic tourism offering and affordability as well as enhanced visitor experience.
 - Meaningful community participation (including existing cooperatives to enter the tourism value chain).
 - Broadened market opportunities including the continent and other new markets such as the middle east and the African diaspora market.
 - More integrated efforts at a regional and sub-regional level around the tourism African Agenda.
 - Strengthened partnerships with Industry and across all spheres of government with direct contributions by all partners.
 - Expansion of small enterprises to medium size thereby increasing the value contribution of SMMEs in the sector.
 - Increased local sourcing thereby reducing leakages in the tourism value chain.
 - Increased access to funding for new initiatives and expansions.
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KEY POLICY LINKAGES AND MANDATE.

- ❑ National Development Plan (NDP – Vision 2030) – inclusive growth, employment creation, reduction of poverty and inequality.
- ❑ Tourism Act, N0.3 of 2014 (Responsible growth and development of the sector).
- ❑ Tourism White paper, 1996 : Government led, private sector driven and community based sector.
- ❑ 9-Point Plan (Marine and Coastal Tourism – Oceans Economy and value chain linkages).
- ❑ Medium Term Strategic Framework (MTSF) 2014 – 2019 – contributing to the following outcomes:
 - **Outcome 4:** Decent employment through inclusive economic growth.
 - **Outcome 7:** Comprehensive Rural Development.
 - **Outcome 11:** Creating a better South Africa, and contributing to a better and safer Africa in a better world.
 - **Outcome 12:** An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
- ❑ Social Cohesion Strategy.
- ❑ *Call for Radical Economic Transformation to bring about inclusive growth within the existing Constitutional and legal framework.*



NDT: STRUCTURAL CHANGES TO SUPPORT IMPLEMENTATION



ORGANISATIONAL STRATEGIC OBJECTIVES AND CHAMPIONS/PROGRAMMES

Strategic outcome-oriented goal	Organisational strategic objectives (SOs)	Responsible programme
Achieve good corporate and cooperative governance.	SO 1: To ensure economic, efficient and effective use of departmental resources	Programme 1
	SO 2: To enhance understanding and awareness of the value of tourism and its opportunities	Programme 1 & 2
	SO 3: To create an enabling legislative and regulatory environment for tourism development and growth	Programme 1, 2 & 4
	SO 4: To contribute to economic transformation in South Africa.	Programme 1
Increase the tourism sector's contribution to inclusive economic growth.	SO 5: To accelerate the transformation of the tourism sector	Programme 2 & 4
	SO 6: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation.	Programme 4
	SO 7: To facilitate tourism capacity-building programmes	Programme 2, 3 & 4
	SO 8: To diversify and enhance tourism offerings.	Programme 2, 3 & 4

ORGANISATIONAL STRATEGIC OBJECTIVES AND CHAMPIONS/PROGRAMMES (CONT....)

Strategic outcome-oriented goal	Organisational strategic objectives (SOs)	Responsible programme
Increase the tourism sector's contribution to inclusive economic growth.	SO 9: To provide knowledge services to inform policy, planning and decision-making.	Programme 2
	SO 10: To reduce barriers to tourism growth to enhance tourism competitiveness	Programme 3
	SO 11: To enhance regional tourism integration.	Programme 3
	SO 12: To create employment opportunities by implementing tourism projects.	Programme 4



DEPARTMENTAL PLANNED POLICY INITIATIVES

NO.	PROGRAMME	PLANNED POLICY INITIATIVES
1.	Corporate Management	None
2.	Tourism Research, Policy and International Relations	<ul style="list-style-type: none"> • Review of the NTSS • Development of regulations for the implementation of the Tourism Act, 2014 (Act 3 of 2014). • Amendment of the Tourism Act, 2014 (Act 3 of 2014) – including tourist guides and quality assurance aspects of the Act. • Policy position on the regulatory approach for the tourism sharing economy.
3.	Destination Development	Development of the Policy framework for the Working for Tourism Programme to effectively respond to impact orientation and control environment in line with outcomes of forensic audits.
4.	Tourism Sector Support Services	None

DEPARTMENTAL STRATEGIC RISKS AND MITIGATION PLANS

Strategic Risk	Mitigating Factors
Inability to meet transformation targets within the tourism sector	<ul style="list-style-type: none"> • Strengthen current and introduce new tourism incentives to encourage transformation (e.g. Market Access and access to funding through grant support). • Establish mechanism for monitoring and reporting of sector transformation targets (through the B-BBEE Council). • Community-Based Tourism Programme facilitated including support to Community Enterprises to enter tourism value chain. • Establish enterprise development support mechanism for community-based tourism initiatives and SMMEs. • Introduce targeted skills development initiatives aimed at accelerating transformation. • Convene a Tourism Sector Transformation Indaba. • Develop Guidelines for commercialisation of state-owned attractions • Establish funding mechanisms through partnerships with Development Finance Institutions (DFIs) to support tourism sector transformation. • Implement new transformation strategy.
Inability to adequately plan and implement infrastructure projects	<ul style="list-style-type: none"> • Review of the EPWP (Working for Tourism) policy for tourism to strengthen impact and implementation mechanisms including control mechanisms. • To strengthen the planning capacity including spatial and developmental planning. • To strengthen mechanisms or sustainability of projects. • Upgrade the project management system to improve timeliness and management information capabilities.

DEPARTMENTAL STRATEGIC RISKS AND MITIGATION PLANS (Cont.....)

Strategic Risk	Mitigating Factors
Inadequate public information on benefits, value and opportunities of tourism	<ul style="list-style-type: none"> • Strengthen developmental communication mechanisms
Inadequate leveraging of public and private stakeholder relations	<ul style="list-style-type: none"> • Develop and implement an assessment framework for projects requiring intergovernmental coordination. • Strengthen sector stakeholder engagement mechanism.
Inadequate change management (process information, people and budget)	<ul style="list-style-type: none"> • Ensure continuous communication platforms: branch meetings, staff izimbizo, Departmental Bargaining Council. • System alignment with the change: ICT, assets, space allocation, BAS & PERSAL systems. • Conduct three Departmental Learning Networks (DLNs). • Conduct a culture survey. • Internal capacity development programme.
Impact of developments in the sharing economy.	<ul style="list-style-type: none"> • Formulating a policy position on the sharing economy.



REALIGNMENT OF FUNCTIONS

Programme	Previous Name	New Name	Changes
Programme-1	Administration	Corporate Management	Tourism complaints moved to Programme-4
Programme- 2	Policy Knowledge and Services	Tourism Research, Policy and International Relations	<p>Chief Directorates that remained</p> <ul style="list-style-type: none"> • Chief Directorate: Research and Knowledge Management • Chief Directorate Policy and Strategy AND • International Tourism Functions were incorporated in this programme at a Chief Directorate level • Also provides for monitoring and evaluations as well as SAT oversight support.
Programme-3	International Tourism Management	Destination Development	<p>2 New Chief Directorates were established.</p> <ul style="list-style-type: none"> • Chief Directorate: Destination Planning and Investment Coordination • Chief Directorate: Tourism enhancement AND • The Chief Directorate (SRI) was moved from Programme-4 to Programme 3 and renamed “Working for Tourism”
Programme-4	Domestic Tourism Management	Tourism Sector Support Services	<p>3 New Chief Directorates were established.</p> <ul style="list-style-type: none"> • Chief Directorate: Tourism Sector HR Development • Chief Directorate: Enterprise Development and Transformation • Chief Directorate: Tourism Visitor Services AND • Chief Directorate: Tourism Incentive Programme was moved from Programme 2 to Programme 4

PROGRAMME I: CORPORATE MANAGEMENT

Purpose:

To provide strategic leadership, management and support services to management

Strategic Outcome-oriented goal:

Achieve good corporate and cooperative governance



Corporate Management: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 1: To ensure economic, efficient and effective use of departmental resources	
Objective Statement	Programme Performance Indicator (PPI)
To review and implement the organisational performance management system to enhance departmental performance	PPI 1: Number of strategic documents developed and implemented.
To provide a public-entity oversight support service	PPI 2: Number of public-entity oversight reports prepared
To attract, develop and retain a capable and skilled workforce in a caring work environment	PPI 3: Vacancy rate
	PPI 4: Percentage women representation in senior management service (SMS), representation for people with disabilities, and black representation
	PPI 5: Development and percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions
	PPI 6: Percentage compliance with prescripts on management of labour relations matters.



CORPORATE MANAGEMENT: Links On Strategic Objectives, Objective Statements And Programme Performance Indicators (Cont.....)

Strategic Objective 1: To ensure economic, efficient and effective use of departmental resources	
Objective Statement	Programme Performance Indicator (PPI)
To provide optimal ICT services that would enable efficient service delivery	PPI 7: Implementation of Information Communication Technology Strategic Plan (ICTSP)
To advocate for departmental resources and ensure their economic, efficient and effective use to achieve departmental priorities	PPI 8: Number of quarterly and annual financial statements compiled and submitted.
To provide assurance through an internal audit service for good corporate governance	PPI 9: Percentage implementation of the annual internal audit plan.
Strategic Objective 2: To enhance understanding and awareness of the value of tourism and its opportunities	
To implement awareness programmes and an effective communication strategy	PPI 10: Percentage implementation of the communication strategy (media engagement, branding, events management internal, intergovernmental communications and community engagements/lzimbizo)

CORPORATE MANAGEMENT : Links on Strategic Objectives, Objective Statements and Programme Performance Indicators (cont.....)

Strategic Objective 3: To create an enabling legislative and regulatory environment for tourism development and growth	
Objective Statement	Programme Performance Indicator (PPI)
To develop national policies and legislative tools to guide a harmonised approach to growth and development of tourism across the country	PPI 11: Amendments to the Tourism Act drafted
Strategic Objective 4: To contribute to economic transformation in South Africa	
To align departmental expenditure to contribute to black economic empowerment as per the B-BBEE Act	PPI 12: Percentage procurement from B-BBEE-compliant businesses



PROGRAMME I: CORPORATE MANAGEMENT

Programme Performance Indicators (PPI)	Annual target 2016/17	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI I: Number of strategic documents developed	Review of the SP and APP for 2018/19	Organisational performance management guidelines reviewed	First draft SP and APP for 2018/19 submitted to Department of Planning, Monitoring and Evaluation (DPME) and National Treasury (NT)	Second draft SP and APP for 2018/19 submitted to DPME and NT	<ul style="list-style-type: none"> Submission of the SP and APP for 2018/19 for approval SP and APP for 2018/19 tabled in Parliament
	Annual Performance Report for 2016/17 as well as four quarterly reports on the implementation of the SP and APP developed	<ul style="list-style-type: none"> Fourth-quarter performance reports for 2016/17 submitted DPME Performance information for Annual Report submitted to AGSA 	<ul style="list-style-type: none"> Annual report for 2016/17 tabled in Parliament. First-quarter performance report for 2017/18 submitted to DPME 	Second-quarter performance reports for 2017/18 submitted to DPME	Third-quarter performance reports for 2017/18 submitted to DPME

PROGRAMME I: CORPORATE MANAGEMENT (cont.....)

Programme Performance Indicators	Annual target 2016/17	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 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	First-quarter risk analysis report for 2017/18 prepared for adoption by the RMC	Second-quarter risk analysis report for 2017/18 prepared for adoption by the RMC	Third-quarter risk analysis report for 2017/18 prepared for adoption by the RMC
PPI 2: Number of public entity oversight reports prepared	Four SAT oversight reports prepared	SAT quarterly oversight report prepared	SAT quarterly oversight report prepared	SAT quarterly oversight report prepared	SAT quarterly oversight report prepared
PPI 3: Vacancy rate	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%



PROGRAMME I: CORPORATE MANAGEMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 4: Percentage women representation in senior management service (SMS), representation for people with disabilities, and black representation	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 95,1% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 95,1% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 95,1% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 95,1% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 95,1% Black representation



PROGRAMME I: CORPORATE MANAGEMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 5: Development and percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions	Development and 100% implementation of WSP	Development and 25% implementation of WSP	30% implementation of WSP	25% implementation of WSP	20% implementation of WSP
PPI 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	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	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining
PPI:7 Implementation of Information Communication Technology Strategic Plan (ICTSP)	Implementation of the ICTSP	Implementation of 25% of annual deliverables of the ICTSP	Implementation of 50% of annual deliverables of the ICTSP	Implementation of 75% of annual deliverables of the ICTSP	Implementation of the ICTSP

PROGRAMME I: CORPORATE MANAGEMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 8: Number of quarterly and annual financial statements compiled and submitted	<ul style="list-style-type: none"> Three quarterly interim financial statements compiled and submitted to National Treasury (NT) One annual financial statement compiled and submitted to NT and AGSA 	Third-quarter interim financial statements compiled and submitted to NT	Annual financial statement compiled and submitted to NT and AGSA	First-quarter interim financial statements compiled and submitted to NT	Second-quarter interim financial statements compiled and submitted to NT
PPI 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	30% implementation of the annual internal audit plan	25% implementation of the annual internal audit plan	15% implementation of the annual internal audit plan



PROGRAMME I: CORPORATE MANAGEMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 10: Percentage implementation of the communication strategy (media engagement, branding, events management internal, inter-governmental)	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	100% implementation of the Q2 requirements of the annual implementation plan of the Department's communication strategy	100% implementation of the Q3 requirements of the annual implementation plan of the Department's communication strategy	100% implementation of the Q4 requirements of the annual implementation plan of the Department's communication strategy
PPI 11: Amendments to the Tourism Act drafted	Tourism Amendment Bill to improve the governance of tourism government institutions and the performance of the sector	Consultation with Cabinet Clusters on the draft Amendment Bill	Publication in the Government Gazette for public comments	Submission of the draft Amendment Bill to Cabinet for approval to introduce into Parliament	Draft Amendment Bill introduced into Parliament



PROGRAMME I: CORPORATE MANAGEMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 12: Percentage of 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	100% procurement from B-BBEE-compliant businesses	100% procurement from B-BBEE-compliant businesses



PROGRAMME 2:

TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

Purpose:

To plan for and monitor the tourism sector performance with enabling stakeholder relations and policy environment

Strategic Outcome-oriented goal:

Achieve good corporate and cooperative governance



Tourism Research, Policy and International Relations: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 2: To enhance understanding and awareness of the value of tourism and its opportunities	
Objective Statement	Programme Performance Indicator (PPI)
To implement awareness programmes and manage relations with strategic tourism partners and other stakeholders	PPI 1: Number of platforms facilitated to improve tourism-sector stakeholder engagement and NTSS implementation
Strategic Objective 3: To create an enabling legislative and regulatory environment for tourism development and growth	
To develop national policies and legislative tools to guide a harmonised approach to growth and development of tourism across the country	PPI 2: Number of policy development initiatives undertaken
Strategic Objective 9: To provide knowledge services to inform policy, planning and decision making	
To develop and maintain knowledge management systems and ensure effective monitoring and evaluation of sector programmes	PPI 3: Number of monitoring and evaluation reports on tourism projects and initiatives developed
	PPI 4: Number of information systems and frameworks developed and maintained



Tourism Research, Policy and International Relations: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators (cont.....)

Strategic Objective II: To enhance regional tourism integration	
To implement programmes aimed at strengthening regional cooperation for sustainable tourism growth and development within SADC and across the African continent	PPI 5: Number of initiatives facilitated in multilateral fora
	PPI 6: Number of initiatives facilitated for regional integration



PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 1: Number of platforms facilitated to improve tourism-sector stakeholder engagement and NTSS implementation	Three platforms created i. Annual National Tourism Stakeholder Forum hosted	Logistical arrangements for the National Tourism Stakeholders Forum meeting finalised (Readiness – including substance)	National Tourism Stakeholders Forum meeting hosted	Outcomes of the National Tourism Stakeholders Forum meeting implemented	-
	ii. Annual public lecture hosted	Concept document for the public lecture developed	Planning for the public lecture completed Public lecture hosted	Report on the public lecture developed	Concept document for the 2018/19 public lecture developed
	iii. National Tourism Research Seminar hosted	Report on the 2016/17 National Tourism Research Seminar developed	Concept document on the 2017/18 National Tourism Research Seminar developed	Planning for hosting of the 2017/18 National Tourism Research Seminar done	Hosting of the 2017/18 National Tourism Research Seminar

PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 2: Number of policy bulletins developed	Two policy development initiatives: Two tourism policy bulletins published	Proactive tracking of policy developments	<ul style="list-style-type: none"> Proactive tracking of policy developments One Tourism Policy Bulletin published 	Proactive tracking of policy developments	<ul style="list-style-type: none"> Proactive tracking of policy developments One Tourism Policy Bulletin published
	Policy in relation to negative unintended implications of developments in the sharing economy.	Identification and analysis of international policy practices sharing economy in the accommodation subsector	Policy position on the implications of sharing economy in the accommodation subsector developed.	-	-



PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 3: Number of monitoring and evaluation reports on tourism projects and initiatives developed	Four reports developed: 1. 2016 State of Tourism Report (STR)	Publish the 2015/16 STR	Consultations on the reviewed 2016/17 STR framework undertaken	<ul style="list-style-type: none"> Data collection for 2016/17 STR conducted Draft 2016/17 STR developed 	Final 2016/17 STR developed
	2. Evaluation report on Food Safety Programme	Framework for the evaluation of Food Safety Programme developed	Data collection tools developed	Data collection completed	Report on the evaluation of Food Safety Programme prepared
	3. Evaluation report on Tourism Incentive Programme (market access incentive)	Framework for the evaluation of the Tourism Incentive Programme (market access incentive) developed	Data collection tools developed	Data collection completed	Report on the evaluation of the Tourism Incentive Programme (market access incentive) prepared



PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 3: Number of monitoring and evaluation reports on tourism projects and initiatives developed	4. 2016/17 National Tourism Sector Strategy (NTSS) implementation report	Review the framework for the 2016/17 NTSS implementation report Stakeholder consultation on the framework undertaken	Data collection and drafting of the NTSS implementation report commenced	Consultations on the draft NTSS implementation report undertaken	2016/17 NTSS implementation report finalised
PPI 4: Number of information systems and frameworks developed and maintained	Concept on the design and implementation plan for the National Tourism Information and Monitoring System (NTIMS) developed	Benchmarking and analysis of the NTIMS requirements conducted	Draft concept for NTIMS developed	Consultations on the draft concept for NTIMS conducted	Concept for the development of the NTIMS finalised



PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PPI 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	Selection of suitable candidates	Progress report developed on the implementation of the training programmes	Final report developed on the implementation of the training programmes for data capturers for collection of the NTIMS data
	Two mobile applications maintained (tourist guides & VICs)	Report on the two maintained mobile applications developed	Report on the two maintained mobile applications developed	Report on the two maintained mobile applications developed	Report on the two maintained mobile applications developed
PPI 5: Number of initiatives facilitated in multilateral fora	Two Initiatives 1. Draft plan for hosting of a tourism work stream during the 2018/19 BRICS summit developed	Internal stakeholder consultation commenced	External stakeholder consultation commenced	Stakeholder consultation finalised	Draft plan developed

PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 5: Number of initiatives facilitated in multilateral fora	2, 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	Sharing of best practices workshop targeted at African countries with whom SA signed tourism agreements Final plan for hosting of Tourism Workstream during South Africa's chairship of IORA developed	Rolling out of the hosting implementation plan	Rolling out of the hosting implementation plan



PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 6: Number of initiatives facilitated for regional integration	Two Initiatives i. Ministerial session at the 2017 Tourism Indaba hosted	Ministerial session at the 2017 Tourism Indaba hosted	Indaba 2017 Ministerial report developed	Draft concept document for the SADC tourism ministerial meeting developed	Final concept document for the 2018 Indaba developed
	ii. Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements hosted	Conduct stakeholders engagement in preparation for the workshop	Concept document for the workshop developed	Delegates invited to participate at the workshop	Sharing of Best Practices Workshop hosted



PROGRAMME 3:

DESTINATION DEVELOPMENT

Purpose:

To facilitate and co-ordinate destination development through destination planning, tourism product, experience and infrastructure development, investment promotion and the provision of tourism programmes Working for Tourism that support host communities to deliver quality experiences for visitors and enhance residents wellbeing.

Strategic Outcome-oriented goal:

Increase the tourism sector's contribution to inclusive economic growth



DESTINATION DEVELOPMENT: Link on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 8: To diversify and enhance tourism offerings	
Objective Statement	Programme Performance Indicator (PPI)
Implement destination enhancement and route development projects to diversify product offering and enhance visitor experience in identified priority areas	PPI 1: Number of destination enhancement initiatives implemented
Strategic Objective 12: To create employment opportunities by implementing tourism projects.	
Implement expanded public works programmes (EPWP) funded projects intended to improve product offering and visitor experience as well as creating full time equivalent job opportunities	PPI 2: Number of Working for Tourism projects funded through People Employment Programme (PEP)
	PPI 3: Number of full-time equivalent jobs (FTE) created through Working for Tourism programme per year



PROGRAMME 3: DESTINATION DEVELOPMENT

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 1: Number of destination enhancement initiatives implemented	Monitor the implementation of three destination enhancement projects: i. Shangani Gate tourism development in Kruger National Park ii. Phalaborwa Wild Activity Hub in Kruger National Park	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits



PROGRAMME 3: DESTINATION DEVELOPMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI I: Number of destination enhancement initiatives implemented	iii. National Heritage Monument Park Interpretation Centre	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits



PROGRAMME 3: DESTINATION DEVELOPMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI I: Number of destination enhancement initiatives implemented	Monitor the implementation of four destination enhancement projects: Signage at identified National Heritage sites: i. (Kgalagadi Transfrontier Park, ii. Golden Gate National Park, iii. Gugulethu Seven Memorial, iv. Sarah Baartman Heritage Site)	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits	Implementation progress report on four destination enhancement initiatives in terms of construction progress, Memoranda of Agreements concluded, management of transferred funds, signage erected, stakeholder meetings and site visits

PROGRAMME 3: DESTINATION DEVELOPMENT (cont.....)

Programme Performance Indicators (PPI)	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 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"> Continue with monitoring the implementation of the Blue flag Programme at the existing 50 beaches Appoint service provider/s for the 25 beaches 	Monitor the implementation of the Blue Flag Programme at the 75 beaches	Monitor the implementation of the Blue Flag Programme at the 75 beaches
	One route development project supported: <ul style="list-style-type: none"> Indi-Atlantic Route 	<ul style="list-style-type: none"> Develop a concept document and business case for the route Appointment of service provider to conduct demand and supply analysis 	<ul style="list-style-type: none"> Stakeholder engagements Conduct demand and supply analysis 	Draft demand and supply report finalised	Consolidated Demand and Supply analysis report with implementation plan

PROGRAMME 3: DESTINATION DEVELOPMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PPI 1: Number of destination enhancement initiatives implemented	Destination planning manual developed	Finalise procurement	Desktop research on destination planning conducted	Draft Destination Planning manual developed	Destination Planning manual finalised
	Methodology for the development of tourism precincts	Finalise procurement	Desktop research on tourism precinct development conducted	Draft tourism precinct methodology developed	Precinct methodology finalised



PROGRAMME 3: DESTINATION DEVELOPMENT (cont.....)

Programme Performance Indicators	2017/18 target	Annual	2017/18 Quarterly target			
			Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 2: Number of Working for Tourism projects funded through EPWP	Seven projects funded: i. NW Letlamoreng Dam ii. LP Phiphidi Waterfall iii. NC Platfontein Game farm		<ul style="list-style-type: none"> Transfer payments based on satisfactory progress reports Monitor implementation of projects 	<ul style="list-style-type: none"> Transfer payments based on satisfactory progress reports Monitor implementation of projects 	<ul style="list-style-type: none"> Transfer payments based on satisfactory progress reports Monitor implementation of projects 	<ul style="list-style-type: none"> Transfer payments based on satisfactory progress reports Monitor implementation of projects
	iv. National Youth Chefs v. Sommelier Training Course vi. Youth in Hospitality Service Training Programme vii. Food Safety Programme		See Programme 4, PPI 8 –Number of capacity building programmes implemented			



PROGRAMME 3: DESTINATION DEVELOPMENT (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PPI 3: Number of full-time equivalent jobs (FTE) created through Working for Tourism programme per year	3 085 FTE jobs created	463 FTE jobs created	771 FTE jobs created	771 FTE jobs created	1 080 FTE jobs created



PROGRAMME 4:

TOURISM SECTOR SUPPORT SERVICES

Purpose:

To enhance transformation of the sector and tourism services through people development, enterprise support and service excellence in order to ensure South Africa is a competitive tourism destination.

Strategic Outcome-oriented goal:

Increase the tourism sector's contribution to inclusive economic growth



TOURISM SECTOR SUPPORT SERVICES: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 5: To accelerate the transformation of the tourism sector	
Objective Statement	Programme Performance Indicator (PPI)
To implement programmes aimed at the empowerment of marginalised enterprises and individuals to promote inclusive growth of the sector	PPI 1: Number of initiatives supported to promote B-BBEE implementation
	PPI 2: Number of social tourism initiatives undertaken
Strategic Objective 6: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation	
To create an enabling environment for tourism enterprises to grow and contribute to job creation and the competitiveness of the destination, through the provision of business support services and tools	PPI 3: Implementation of the enterprise development programme
	PPI 4: Number of Incubators implemented
	PPI 5: Number of incentivised programme implemented
	PPI 6: Number of priority areas to support the implementation of Responsible Tourism
	PPI 7: Number of initiatives for improving visitor services implemented



TOURISM SECTOR SUPPORT SERVICES: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators (cont.....)

Strategic Objective 7: To facilitate tourism capacity-building programmes	
Objective Statement	Programme Performance Indicator (PPI)
To implement prioritised programmes that present opportunities for training and development for the growth of the sector	PPI 8: Number of capacity-building programmes implemented



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 1: Number of initiatives supported to promote B-BBEE implementation	Four initiatives supported to promote B-BBEE implementation: 1. Monitoring report on the implementation of the amended tourism B-BBEE sector code developed	Terms of reference for the monitoring on the implementation of the amended tourism B-BBEE sector code developed	The service provider appointed to conduct the surveys on the implementation of the amended tourism B-BBEE sector code	Surveys conducted on the implementation of the amended tourism B-BBEE sector code	Monitoring report on the implementation of the amended tourism B-BBEE sector code developed
	2. Tourism Sector Transformation Indaba held	Draft Tourism Transformation Indaba concept document and draft programme developed	Stakeholder consultation and mobilisation for Tourism Transformation Indaba	Tourism Transformation Indaba held	Report on the Transformation Indaba held



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 1: Number of initiatives supported to promote B-BEE implementation	3. Guidelines for commercialisation of state-owned attractions	The status quo for commercialisation of state-owned attractions determined	Site visits of state-owned attractions conducted	Draft Guidelines and consultations with keys stakeholders held	Guidelines for the commercialisation of state-owned attractions developed and approved
	4. Establish funding mechanisms through partnerships with Development Finance Institutions (DFIs) to support tourism sector transformation	Identify and engage DFIs for possible partnerships	Draft report on funding mechanism through partnership with DFIs to support tourism sector transformation developed and stakeholders consulted	Draft report on funding mechanism through partnership with DFIs to support tourism sector transformation developed and stakeholders consulted	Final report on funding mechanisms and DFI partnerships established to support tourism sector transformation



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 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)	3 information workshops hosted (consultations done)	3 information workshops hosted (consultations done)	Framework for supporting tour operators to facilitate social tourism developed
	2. Develop one social tourism scheme	Situational analysis on social tourism schemes done	Stakeholder engagements, i.e. Department of Education, Department of Social Development and NGO's	Draft social tourism scheme developed and consulted with stakeholders.	One social tourism scheme developed



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 3: Implementation of the enterprise development programme	400 enterprises supported with training and development	Needs assessments conducted	Selected interventions implemented	Selected interventions implemented	Annual progress report in place
	Development of the long term framework for Enterprise Development based on current policy pronouncement	Stakeholder engagement on current SMME policy pronouncements.	Review and update on the current ED.	Draft long term framework presented at Lekgotla	ED long term framework approved.
PPI 4: Number of Incubators implemented	<ul style="list-style-type: none"> • Two (2) existing incubators supported • One (1) new incubator established 	Monitoring and report on the: <ul style="list-style-type: none"> • Two (2) existing incubators supported • One (1) rural tourism node incubator outreach 	Monitoring and report on the: <ul style="list-style-type: none"> • Two (2) existing incubators supported • One (1) rural tourism node incubator outreach 	Annual report on incubator support	New incubator established

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 5: Number of incentivised programmes implemented	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: <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: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy-efficiency • Universal accessibility (pilot).



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 6: Number of capacity-building programmes implemented	Ten capacity-building programmes: 1. Implement the National Youth Chefs Programme (NYCP) targeting 577 trainees	NYC targeting 577 trainees implemented	Quarterly report on the implementation of the programme	Quarterly report on the implementation of the programme	Annual report on the implementation of the programme
	2. 300 youth enrolled in the sommelier training course	Sommelier training course implemented	Quarterly report on the implementation of the programme	Quarterly report on the implementation of the programme	Annual report on the implementation of the programme
	3. Training facilitated for 2 000 trainees in the Youth in Hospitality Service Training Programme	Hospitality service training programme implemented	Quarterly report on the implementation of the programme	Quarterly report on the implementation of the programme	Annual report on the implementation of the programme

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PPI 6: Number of capacity-building programmes implemented	4. 500 learners enrolled in the Food Safety Programme	Food Safety Programme implemented	Quarterly report on the implementation of the programme	Quarterly report on the implementation of the programme	Annual report on the implementation of the programme
	5. Establishment of a coordinating body for TSHRD	A working group to inform the development of a concept document for governance structures and institutional arrangement established	Guidelines for structures and institutional setting developed.	Concept document with recommendations drafted	The proposed concept for governance and institutional arrangements finalised



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PP I 6: Number of capacity-building programmes implemented	6. Local government tourism induction programme, with a focus on rural areas with tourism potential (ten municipalities)	Stakeholder engagements on tourism induction programme concept and implementation plan in the identified rural areas	<ul style="list-style-type: none"> Conduct and coordinate needs assessment for the identified rural areas Conduct workshops in three municipalities 	<ul style="list-style-type: none"> Conduct and coordinate needs assessment for the identified rural areas Conduct workshops in four municipalities 	<ul style="list-style-type: none"> Conduct workshops in three municipalities Compile local government tourism induction programme annual implementation report
	7. NTCE convened	NTCE 2017 project plan in place	NTCE media launch hosted NTCE 2017 event hosted	Final report NTCE report in place	Planning for NTCE 2018
	8. Twenty Black women trained at an institution of higher learning	Recruitment and selection of 20 candidates	Quarterly report on the training of 20 candidates	Quarterly report on the training of 20 candidates	Annual report on the implementation of the programme

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 6: Number of capacity-building programmes implemented	9. Two tourist-guide 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	Recruitment of suitable candidates	Progress report on the implementation of the identified skills development programmes	Final report developed on the implementation of the two skills development programmes



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PP I 6: 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)	Quarterly report on the training of 20 learners	Quarterly report on the training of 20 learners	Quarterly report on the training of 20 learners Annual report on the training of 60 learners



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 7: 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	Stakeholder consultation	Implementation plan developed	Project roll out



PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		Quarter-1	Quarter-2	Quarter-3	Quarter-4
PPI 8: Number of initiatives for improving Visitor Services implemented	Initiate audit of the tourist guides register	Status of Provincial Registers developed	Conduct benchmarking exercise of systems to be developed	Consultation with key stakeholders	Terms of reference developed for a central Register of Tourist Guides
	Upgrade on the security features on the tourist guides' identification badges	Terms of reference to be developed.	Consultation with key stakeholders	Initiate procurement process to identify suitable service provider to produce tourist guide identification	Development of a transversal contract with provinces
	<ul style="list-style-type: none"> Two NTIGs maintained and enhanced: • 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 developed for approval: <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 developed for approval: <ul style="list-style-type: none"> • ORTIA NTIG • KSIA NTIG

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (cont.....)

Programme Performance Indicators	2017/18 Annual target	2017/18 Quarterly target			
		QUARTER-1	QUARTER-2	QUARTER-3	QUARTER-4
PPI 8: Number of initiatives for improving Visitor Services implemented	One NTIG developed: • CTIA (Cape Town International Airport)	Stakeholder engagement for development of CTIA NTIG commenced and a report developed	Report on stakeholder engagement and resource requirements developed for approval	Procurement of operational resources Memorandum of Understanding and operational plan developed for approval	Final report on the development of CTIA NTIG developed for approval
	100% of tourist complaints referred to appropriate authorities for resolution within the agreed timeframes	Quarterly report on received tourism complaints developed	Quarterly report on received tourism complaints developed	Quarterly report on received tourism complaints developed	Annual report on received tourism complaints developed



Estimates of National Expenditure (ENE)

2017

VOTE 33:

Purpose:

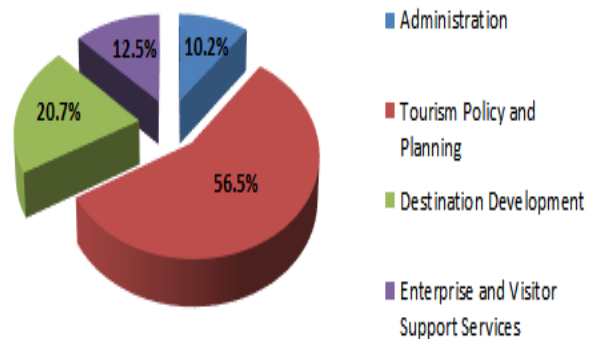
Promote and support growth and development of an equitable, competitive and sustainable tourism sector, enhancing its contribution to national priorities.



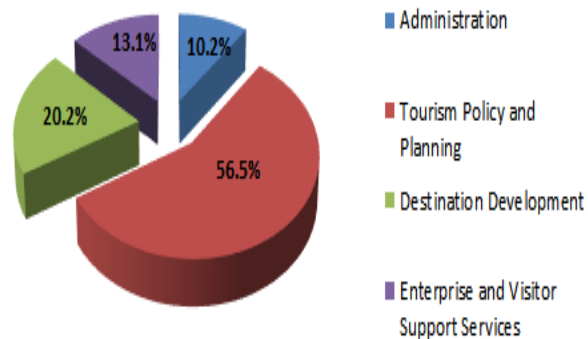
DEPARTMENTAL MTEF BASELINE (PER PROGRAMME)

Programme	2016/17	% of Total	2017/18	% of Total	2018/19	% of Total	2019/20	% of Total
	R'000		R'000		R'000		R'000	
Administration	232,456	11.6%	219,094	10.2%	232,665	10.2%	267,223	11.1%
Tourism Policy and Planning	1,088,810	54.2%	1,208,708	56.5%	1,291,771	56.5%	1,358,930	56.7%
Destination Development	421,946	21.0%	443,953	20.7%	463,139	20.2%	496,393	20.7%
Enterprise and Visitor Support Services	266,304	13.3%	268,401	12.5%	300,492	13.1%	274,519	11.5%
TOTAL	2,009,516		2,140,156		2,288,067		2,397,065	

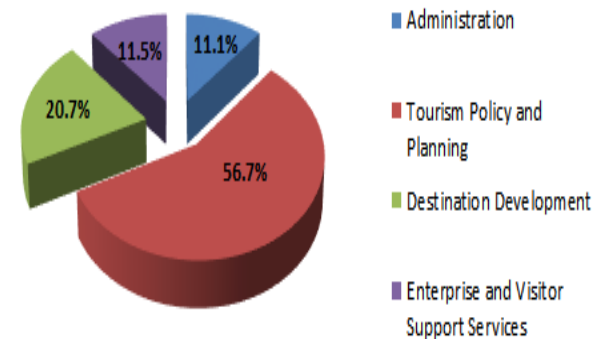
2017/18



2018/19



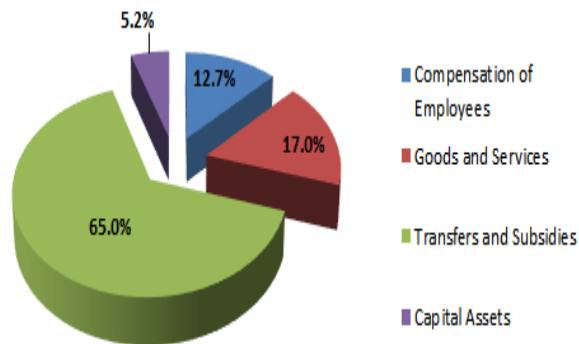
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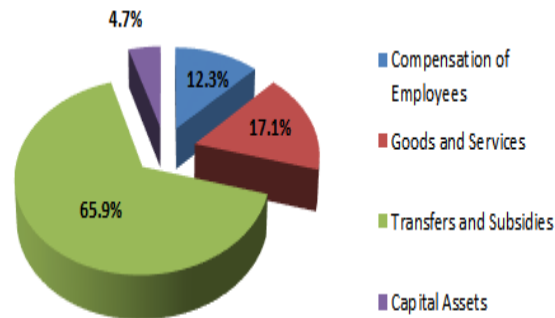
DEPARTMENTAL MTEF BASELINE (ECONOMIC CLASSIFICATION)

Economic Classification	2016/17	% of Total	2017/18	% of Total	2018/19	% of Total	2019/20	% of Total
	R'000		R'000		R'000		R'000	
Compensation of Employees	269,541	13.4%	271,853	12.7%	282,563	12.3%	304,111	12.7%
Goods and Services	346,106	17.2%	364,077	17.0%	390,375	17.1%	431,397	18.0%
Transfers and Subsidies	1,167,309	58.1%	1,392,033	65.0%	1,507,665	65.9%	1,543,818	64.4%
Capital Assets	226,560	11.3%	112,193	5.2%	107,464	4.7%	117,739	4.9%
TOTAL	2,009,516		2,140,156		2,288,067		2,397,065	

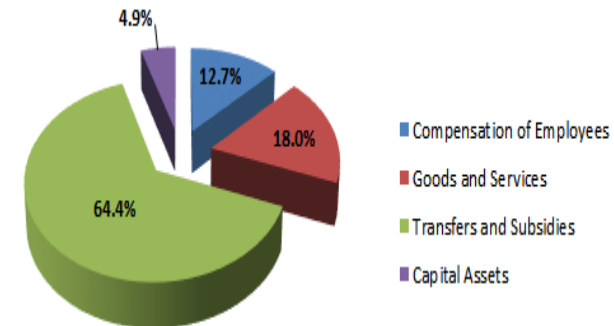
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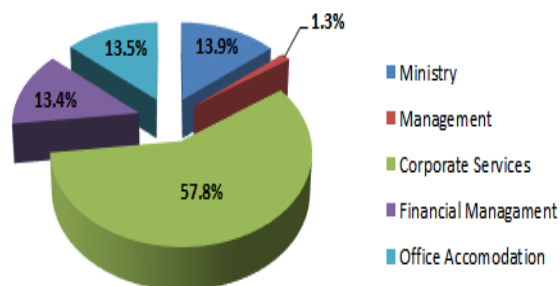
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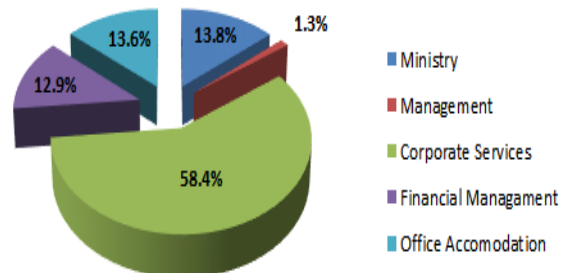
MTEF BASELINE: PROGRAMME I: CORPORATE MANAGEMENT: (PER SUB-PROGRAMME)

Programme	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Ministry	32,356	13.9%	30,559	13.9%	32,096	13.8%	35,208	13.2%
Management	14,339	6.2%	2,881	1.3%	2,958	1.3%	3,171	1.2%
Corporate Services	131,044	56.4%	126,677	57.8%	135,808	58.4%	159,066	59.5%
Financial Management	25,449	10.9%	29,383	13.4%	30,108	12.9%	32,346	12.1%
Office Accomodation	29,268	12.6%	29,594	13.5%	31,695	13.6%	37,432	14.0%
TOTAL	232,456		219,094		232,665		267,223	

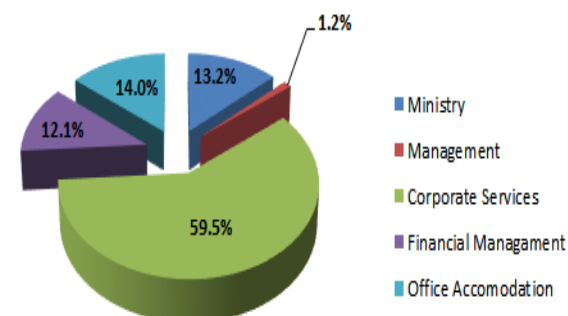
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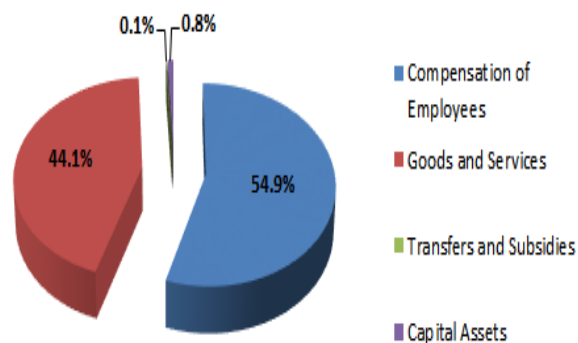
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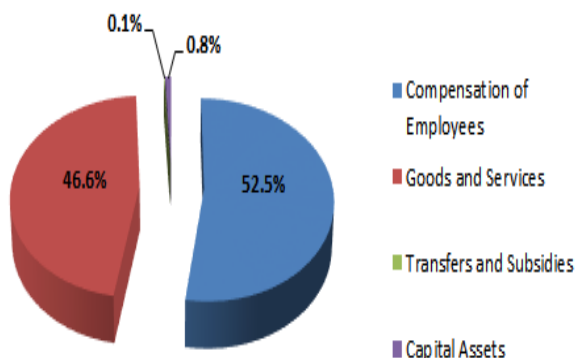
MTEF BASELINE – : PROGRAMME I: CORPORATE MANAGEMENT (ECONOMIC CLASSIFICATION)

Economic Classification	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	125,408	53.9%	120,387	54.9%	122,161	52.5%	134,566	50.4%
Goods and Services	102,745	44.2%	96,710	44.1%	108,419	46.6%	130,345	48.8%
Transfers and Subsidies	185	0.1%	197	0.1%	186	0.1%	163	0.1%
Capital Assets	4,118	1.8%	1,800	0.8%	1,899	0.8%	2,149	0.8%
TOTAL	232,456		219,094		232,665		267,223	

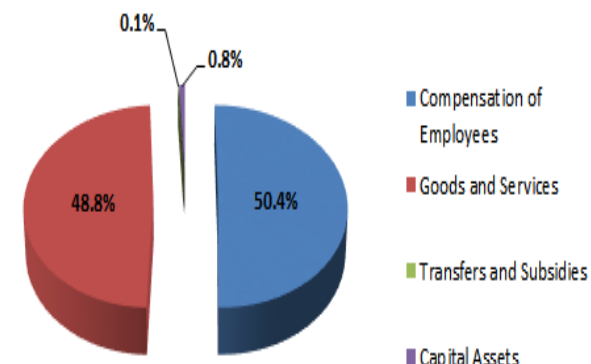
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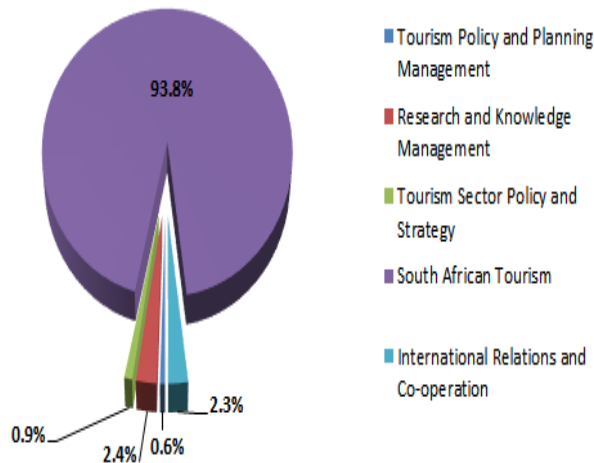
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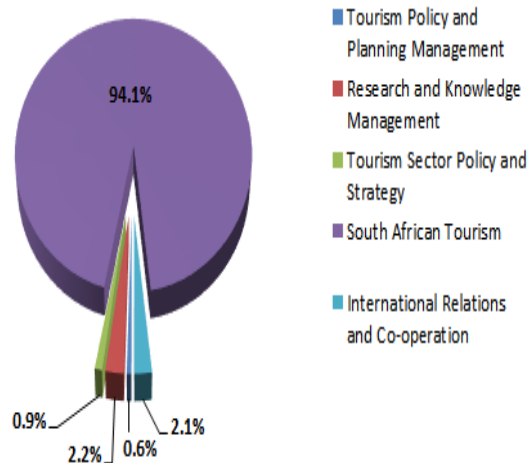
MTEF BASELINE – PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (PER SUB-PROGRAMME)

Programme	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Tourism Policy and Planning Management	5,094	0.5%	6,978	0.6%	7,253	0.6%	7,830	0.6%
Research and Knowledge Management	32,029	2.9%	28,705	2.4%	29,020	2.2%	30,602	2.3%
Tourism Sector Policy and Strategy	8,036	0.7%	11,222	0.9%	11,730	0.9%	11,883	0.9%
South African Tourism	1,024,847	94.1%	1,134,288	93.8%	1,216,017	94.1%	1,279,889	94.2%
International Relations and Co-operation	18,804	1.7%	27,515	2.3%	27,751	2.1%	28,726	2.1%
TOTAL	1,088,810		1,208,708		1,291,771		1,358,930	

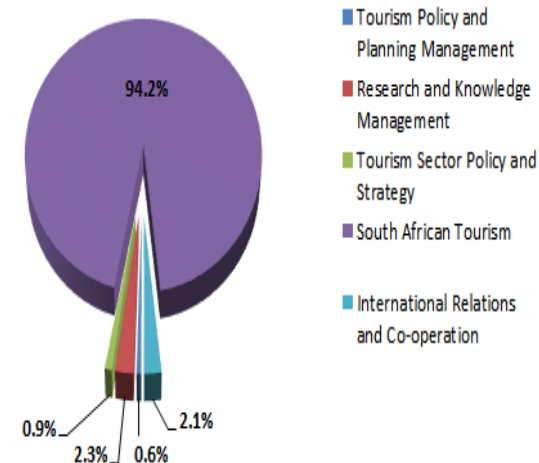
2017/18



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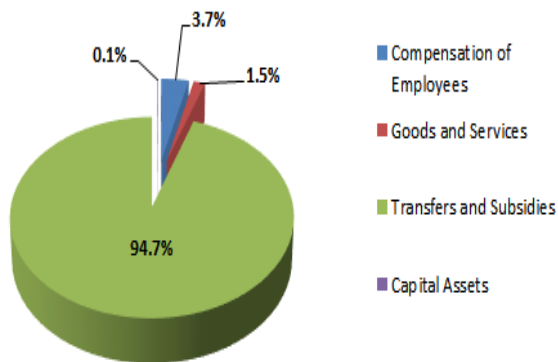
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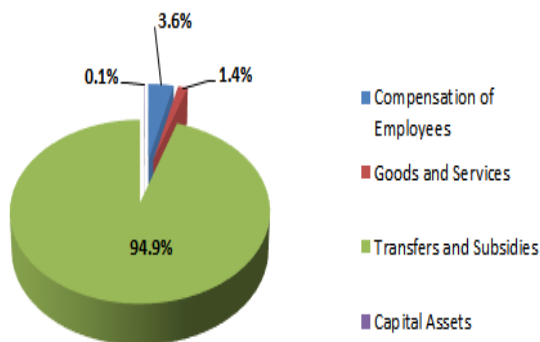
MTEF BASELINE –PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS (ECONOMIC CLASSIFICATION)

Economic Classification	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	36,155	3.3%	44,135	3.7%	46,739	3.6%	49,403	3.6%
Goods and Services	16,348	1.5%	18,635	1.5%	17,921	1.4%	19,718	1.5%
Transfers and Subsidies	1,035,180	95.1%	1,145,138	94.7%	1,226,267	94.9%	1,288,854	94.8%
Capital Assets	1,127	0.1%	800	0.1%	844	0.1%	955	0.1%
TOTAL	1,088,810		1,208,708		1,291,771		1,358,930	

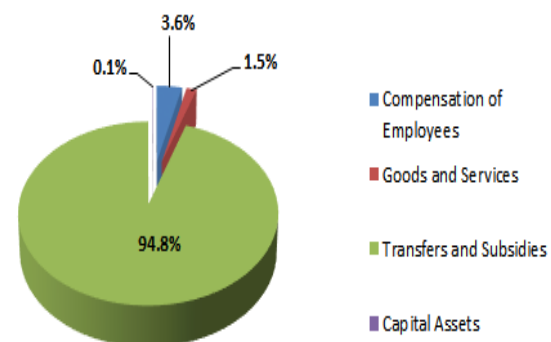
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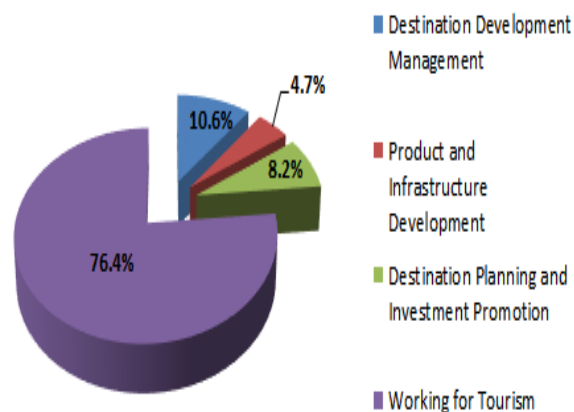
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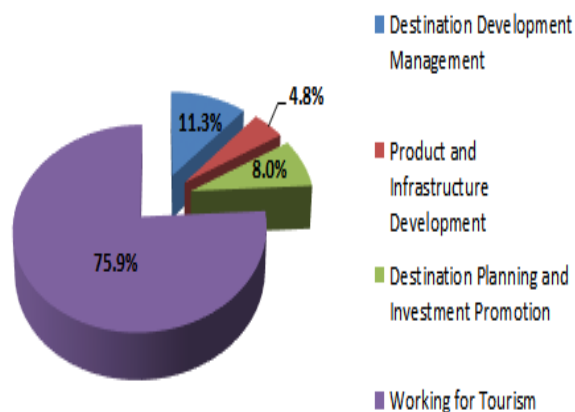
MTEF BASELINE – PROGRAMME 3 DESTINATION DEVELOPMENT (PER SUB-PROGRAMME)

Programme	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Destination Development Management	4,932	1.2%	47,228	10.6%	52,516	11.3%	58,130	11.7%
Product and Infrastructure Development	17,632	4.2%	21,082	4.7%	22,143	4.8%	23,009	4.6%
Destination Planning and Investment Promotion	12,788	3.0%	36,330	8.2%	37,079	8.0%	43,396	8.7%
Working for Tourism	386,594	91.6%	339,313	76.4%	351,401	75.9%	371,858	74.9%
TOTAL	421,946		443,953		463,139		496,393	

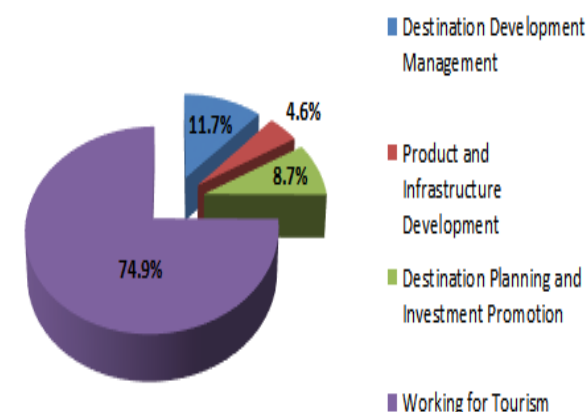
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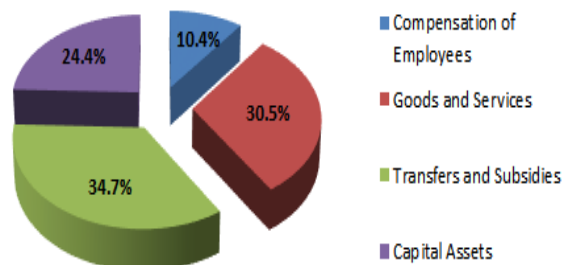
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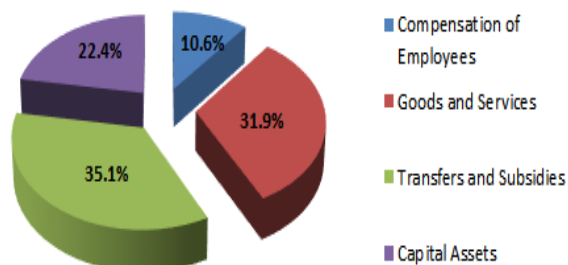
MTEF BASELINE – PROGRAMME 3 DESTINATION DEVELOPMENT (ECONOMIC CLASSIFICATION)

Economic Classification	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	57,322	13.6%	46,227	10.4%	48,954	10.6%	51,744	10.4%
Goods and Services	205,438	48.7%	135,276	30.5%	147,903	31.9%	159,594	32.2%
Transfers and Subsidies	32,955	7.8%	153,907	34.7%	162,668	35.1%	171,674	34.6%
Capital Assets	126,231	29.9%	108,543	24.4%	103,614	22.4%	113,381	22.8%
TOTAL	421,946		443,953		463,139		496,393	

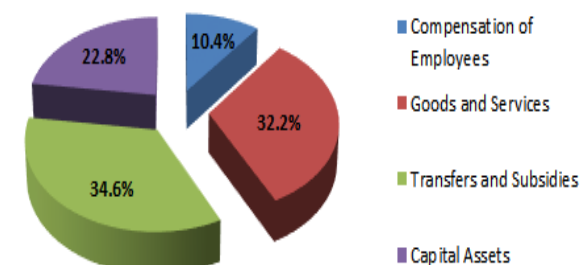
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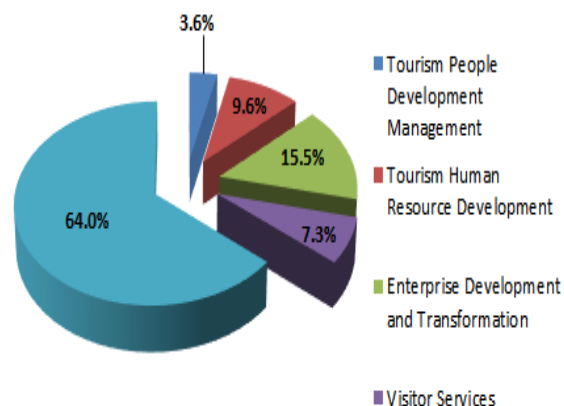
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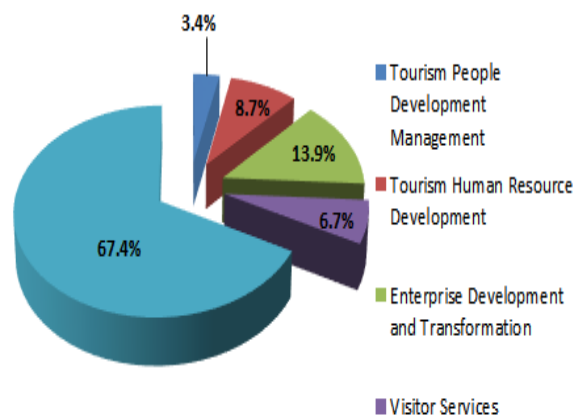
MTEF BASELINE – PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES (PER SUB-PROGRAMME)

Programme	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Tourism People Development Management	9,779	3.7%	9,728	3.6%	10,097	3.4%	10,177	3.7%
Tourism Human Resource Development	22,882	8.6%	25,691	9.6%	26,058	8.7%	27,405	10.0%
Enterprise Development and Transformation	34,272	12.9%	41,472	15.5%	41,702	13.9%	41,656	15.2%
Visitor Services	14,080	5.3%	19,621	7.3%	20,087	6.7%	21,736	7.9%
Tourism Incentive Programme	185,291	69.6%	171,889	64.0%	202,548	67.4%	173,545	63.2%
TOTAL	266,304		268,401		300,492		274,519	

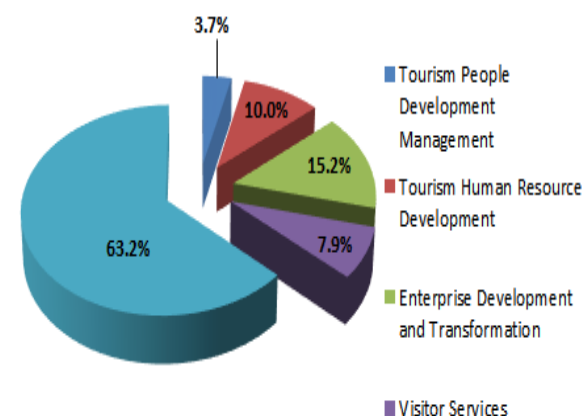
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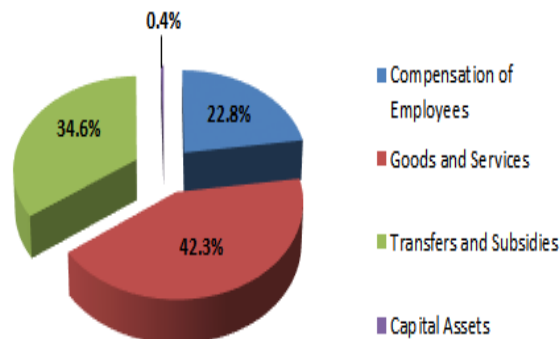
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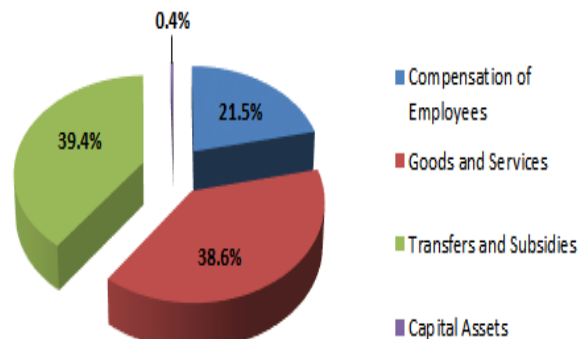
MTEF BASELINE –PROGRAMME 4 TOURISM SECTOR SUPPORT SERVICES (ECONOMIC CLASSIFICATION)

Economic Classification	2016/17	% of	2017/18	% of	2018/19	% of	2019/20	% of
	R'000	Total	R'000	Total	R'000	Total	R'000	Total
Compensation of Employees	50,656	19.0%	61,104	22.8%	64,709	21.5%	68,398	24.9%
Goods and Services	21,575	8.1%	113,456	42.3%	116,132	38.6%	121,740	44.3%
Transfers and Subsidies	98,989	37.2%	92,791	34.6%	118,544	39.4%	83,127	30.3%
Capital Assets	95,084	35.7%	1,050	0.4%	1,107	0.4%	1,254	0.5%
TOTAL	266,304		268,401		300,492		274,519	

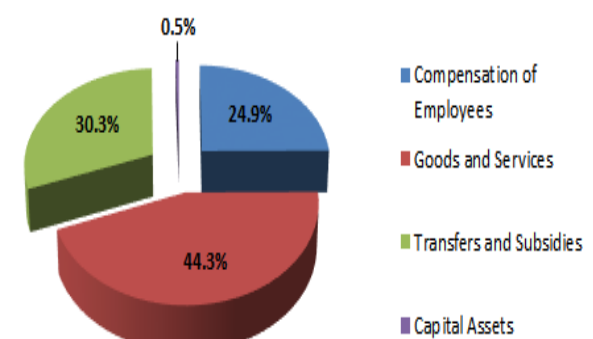
2017/18



2018/19



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Thank You



LIST OF ACRONYMS AND ABBREVIATIONS

ACSA:	Airports Company South Africa
AGSA:	Auditor-General of South Africa
APP:	Annual Performance Plan
BAS;	<i>Basic Accounting System (BAS)</i> is used by government to manage its financial transactions.
BRICS:	Brazil, Russia, India, China and South Africa (emerging national economies)
B-BBEE:	broad-based black economic empowerment
CATHSSETA:	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CPD:	continuous professional development
CTIA :	Cape Town International Airport
NYCP:	National Youth Chefs Programme
DFI's:	Development Finance Institutions
DIRCO:	Department of International Relations and Cooperation
DPME:	Department of Planning, Monitoring and Evaluation
ED:	Enterprise Development
EDP:	Executive Development Programme
EME:	exempted micro enterprise
EPWP:	Expanded Public Works Programme
FEDHASA:	Federated Hospitality Association of South Africa
FET:	further education and training
FGASA:	Field Guides Association of Southern Africa
FTE:	full-time equivalent



LIST OF ACRONYMS AND ABBREVIATIONS (cont.....)

GDP:	Gross Domestic Product
HR:	Human Resources
ICT :	Information Communication Technology
ICTSP	Information Communication Technology Strategic Plan
IORA:	Indian Ocean Rim Association <i>(21 members along African coast and Indian Ocean)</i>
KSIA:	King Shaka International Airport
MoU:	memorandum of understanding
MTEF:	Medium-Term Expenditure Framework
NDP:	National Development Plan
NGO:	non-governmental organisation
NTCE:	National Tourism Careers Expo
NT:	National Treasury
NTDB:	National Tourism Data Base
NTIG:	National Tourism Information Gateway
NTIG:	National Tourism Information Gateway
NTIMS:	National Tourism Information and Monitoring System
NTSS:	National Tourism Sector Strategy



LIST OF ACRONYMS AND ABBREVIATIONS (cont.....)

NTSF:	National Tourism Stakeholder Forum
NVIF:	National Visitors Information Framework
NYC:	national youth chefs
ORTIA:	O.R.Tambo International Airport
PDP:	personal development plans
PEP:	People Employment Programme
PERSAL:	It is an integrated public service Human Resources, Personnel and Salary System for Government
PFMA:	Public Finance Management Act (Act 1 of 1999, as amended by Act 29 of 1999)
PPI:	programme performance indicator
PPP:	public-private partnership
RMC:	Risk Management Committee
SADC:	Southern African Development Community
SALGA:	South African Local Government Association
SANParks:	South African National Parks
SAPS:	South African Police Service
SAT:	South African Tourism
SDIP:	Service Delivery Improvement Plan



LIST OF ACRONYMS AND ABBREVIATIONS (cont.....)

SEDA:	Small Enterprise Development Agency
SLA:	service-level agreement
SMMEs:	small, medium and micro-sized enterprises
SMS:	senior management service
SO:	strategic objective
SP:	Strategic Plan
STR:	State of Tourism Report
TSHRD:	Tourism Sector Human Resource Development
TIP:	Tourism Incentive Programme
TKP:	Tourism Knowledge Portal
TLD:	Tourism Leadership Dialogue
TREP:	Tourism Resource Efficiency Programme
TSA:	Tourism Satellite Account
UNWTO:	United Nations World Tourism Organisation
UA:	universal access
VIC:	visitor information centre
WHS:	world heritage site
WSP:	Workplace Skills Plan
WTTC:	World Travel and Tourism Council

