

Briefing to the Portfolio Committee on Tourism

Departmental Strategic Plan 2015/16 to 2019/20 Review
and Annual Performance Plan 2016/17 to 2018/19

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Department of Tourism
www.tourism.gov.za



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



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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 communications.



VALUES

Performance Values

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

People's Values and Descriptions

- **Empowerment:** Create an environment conducive to growth and development for our people.
- **Integrity:** Act with integrity by maintaining the highest standards for accountability, serving with respect, honesty and trustworthiness.
- **Recognition:** Be an organisation that values its own people by ensuring fairness of systems and processes, being supportive as well as recognising and rewarding performance.

Legislative and Policy Mandate

- Tourism Act, 2014 (Act No 3 of 2014) aims to promote the practise of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors; provide for the effective domestic and international marketing of South Africa as a tourist destination; promote quality tourism products and services; promote growth in and development of the tourism sector; and enhance cooperation and coordination between all spheres of government in developing and managing tourism.
- National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long term solution to achieve reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.



Legislative and Policy Mandate ... Continued

- New Growth Path (NGP) includes tourism as one of the six pillars of economic growth.
- National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path (NGP).
- The White Paper on the Development and Promotion of Tourism in South Africa, 1996 provides framework and guidelines for tourism development and promotion in South Africa.



Departmental Strategic Focus Areas

- Sector Transformation.
- Coastal and Marine Tourism.
- Research and Knowledge Management.
- Skills Development for the Sector.
- Destination Development.
- Enterprise Development.
- Regulatory Interventions.
- Responsible Tourism.

Departmental Planned Policy Initiatives

| NO. | PROGRAMME | PLANNED POLICY INITIATIVES |
|-----|-------------------------------|--|
| 1. | Administration | None |
| 2. | Policy and Knowledge Services | <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) |
| 3. | International Management | Tourism None |
| 4. | Domestic Tourism Management | None |

Departmental Goals

| Strategic Outcome Oriented Goals | Goal Statements | Government Outcomes |
|---|--|---|
| <p>Achieve good corporate and cooperative governance.</p> | <p>The Department conducts its business in a manner that creates public confidence in the state. This requires excellent systems for the management of public resources, ridding the system of any inefficiency and enabling oversight by institutions of the state in the interest of the public.</p> <p>The Department is responsible to formulate a legal and regulatory framework for the sustainable development and management of tourism. Decisions in this regard are meant to govern the tourism sector to ensure that South Africa's approach to tourism development is in line with the principles of sustainability and responsible tourism. This requires the formulation of laws, regulations and policies for the sector to ensure a coherent approach to tourism development. It is also recognised that tourism growth depends on various other, contributing sectors. Therefore, a cooperative governance system must coordinate efforts to create coherence among all role-players.</p> | <p>Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</p> |

Departmental Goals ... Continued.

| Strategic Outcome Oriented Goals | Goal Statements | Government Outcomes |
|---|--|--|
| <p>Increase the tourism sector's contribution to inclusive economic growth.</p> | <p>Tourism's contribution to the economy is measured by jobs created, contribution to GDP, and revenue generated from tourism activity. Furthermore, as a services export sector, tourism is a significant earner of foreign currency. In the South African context, this growth should be underpinned by the principle of inclusivity to drive tourism-sector transformation.</p> <p>An increase in tourism's economic contribution is driven by an increase in domestic and international tourist arrivals as well as an increase in tourist spend. Along with its partners, the Department must create an environment conducive to this increase by ensuring a quality and diverse tourism offering as well as by developing sector capacity.</p> | <p>Outcome 4: Decent employment through inclusive economic growth.</p> <p>Outcome 7: Comprehensive Rural Development.</p> <p>Outcome 11: Creating a better South Africa, and contributing to a better and safer Africa in a better world.</p> |



Strategic Objectives

1. To ensure economic, efficient and effective use of departmental resources.
2. To enhance understanding and awareness of the value of tourism and its opportunities.
3. To create an enabling legislative and regulatory environment for tourism development and growth.
4. To contribute to the economic transformation in South Africa.
5. To accelerate the transformation of the tourism sector.
6. To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation.
7. To facilitate tourism capacity-building programmes.
8. To diversify and enhance the tourism offerings.
9. To provide knowledge services to inform policy, planning and decision making.
10. To reduce barriers to tourism growth to enhance tourism competitiveness.
11. To enhance regional tourism integration.
12. To create employment opportunities by implementing tourism projects.

Departmental Strategic Risks

| Risk Description | Mitigating Factors |
|---|---|
| Inability to meet transformation targets within the tourism sector. | <ul style="list-style-type: none"> • Introduce new tourism incentives to encourage transformation. • Establish mechanism for monitoring and reporting of sector transformation targets. • Establish enterprise development support mechanism for community-based initiatives and SMMEs. • Introduce targeted skills development initiatives aimed at accelerating transformation. |
| Inability to adequately plan and implement infrastructure projects | <ul style="list-style-type: none"> • Monitor and evaluate during and after completion of projects. • Update project management system (electronic and otherwise). • Conduct risk assessments for each project prior to commencement. • Independently conduct feasibility study for each project prior to commencement. • Screen service providers. • Establish technical evaluation committee for infrastructure projects. • Review project selection criteria. • Source technical capacity for planning and implementation monitoring. • Provide funding to kick-start operations for completed projects. |

Departmental Strategic Risks

| Risk Description | Mitigating Factors |
|---|--|
| Inadequate public information on benefits, value and opportunities of tourism | <ul style="list-style-type: none">• Develop a business case for tourism.• Develop the NTIMS in line with the Tourism Act.• Determine target audience, formulate specific messaging, and determine the channels. |
| Inadequate and fragmented stakeholder engagements | <ul style="list-style-type: none">• Revise and strengthen stakeholder engagements framework.• Designate a stakeholder engagement manager.• Conduct stakeholder engagement analysis to identify the roles and gaps. |
| Inadequate leveraging of intergovernmental relations and coordination | <ul style="list-style-type: none">• Develop and implement assessment framework for projects requiring intergovernmental coordination.• Identify prioritised projects that require assessment. |

Departmental Strategic Risks

| Risk Description | Mitigating Factors |
|---|--|
| Inadequate change management (process information, people and budget) | <ul style="list-style-type: none">• Develop a change management plan, and appoint change management team as informed by the plan.• Capacitate current staff to carry out new mandates.• Raise awareness and conduct training with a view to promote the new mandate.• Develop and implement a communication plan.• Develop and implement a resistance management plan.• Develop and implement a training plan, including identification of required knowledge or training.• Agree at management level on a shared vision and decide on policies, principles, rules, strategies and common approaches that the Department will follow.• Identify at management level which areas, policies and strategies of the Department will require major and drastic change.• Identify at management level the processes, policies and practices that will be highly affected by change.• Review departmental stakeholder analysis in line with the new focus/objective.• Identify key change objectives, projects and estimated funding needs.• Build cases and request funding from National Treasury. |



Programme 1: Administration

Purpose: To provide strategic governance and risk management, legal, corporate affairs, information technology, internal audit, financial management and strategic communications support services to the Department.

Strategic outcome orientated goal: Achieve good corporate and cooperative governance.

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|--|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 1. Number of strategic documents developed and implemented. | Review of the Strategic Plan (SP) and Annual Performance Plan (APP) for 2016/17. | Review of the SP and APP for 2017/18. | Review of the SP and APP for 2018/19. | Review of the SP and APP for 2019/20. |
| | Annual Performance Report for 2014/15 as well as four quarterly reports on the implementation of the SP and APP developed. | Annual Performance Report for 2015/16 as well as four quarterly reports on the implementation of the SP and APP developed. | Annual Performance Report for 2016/17 as well as four quarterly reports on the implementation of the SP and APP developed. | Annual Performance Report for 2017/18 as well as four quarterly reports on the implementation of the SP and APP developed. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|---|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| | Four quarterly risk mitigation reports analysed and submitted to RMC. | Four quarterly risk mitigation reports analysed and submitted to RMC. | Four quarterly risk mitigation reports analysed and submitted to RMC. | Four quarterly risk mitigation reports analysed and submitted to RMC. |
| 2. Number of public entity oversight reports prepared. | Four SAT oversight reports prepared. | Four SAT oversight reports prepared. | Four SAT oversight reports prepared. | Four SAT oversight reports prepared. |
| 3. Vacancy rate. | Maintain a maximum vacancy rate at 8%. | Vacancy rate not to exceed 8%. | Vacancy rate not to exceed 8%. | Vacancy rate not to exceed 8%. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|--|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 4. Percentage Women representation in senior management service (SMS), representation for people with disabilities, black representation. | <ul style="list-style-type: none"> • Maintain minimum of 50% women representation in SMS. • 5% representation for people with disabilities. • 91,5% black representation. | <ul style="list-style-type: none"> • Women representation in SMS not to fall below 50%. • People with disabilities representation not to fall below 3%. • Black representation not to fall below 91,5%. | <ul style="list-style-type: none"> • Women representation in SMS not to fall below 50%. • People with disabilities representation not to fall below 3%. • Black representation not to fall below 91,5%. | <ul style="list-style-type: none"> • Women representation in SMS not to fall below 50%. • People with disabilities representation not to fall below 3%. • Black representation not to fall below 91,5%. |
| 5. Development and percentage implementation of Workplace Skills Plan (WSP). | Development and 100% implementation of WSP. | Development and 100% implementation of WSP. | Development and 100% implementation of WSP. | Development and 100% implementation of WSP. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|---|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 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. |
| 7. Implementation of Information Communication Technology Strategic Plan (ICTSP). | 100% implementation of phase 1 of the ICTSP. | Implementation of phase 2 of the ICTSP. | Implementation of phase 3 of the ICTSP. | Continued improvement of the ICTSP. |
| 8. Number of quarterly and annual financial statements compiled and submitted. | Three quarterly and one annual financial statement submitted to NT and AGSA. | Three quarterly interim financial statements compiled and submitted to NT. One annual financial statement compiled and submitted to NT and AGSA. | Three quarterly interim financial statements compiled and submitted to NT. One annual financial statement compiled and submitted to NT and AGSA. | Three quarterly interim financial statements compiled and submitted to NT. One annual financial statement compiled and submitted to NT and AGSA. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|--|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 9. Percentage implementation of the annual internal audit plan. | 100% implementation of the annual internal audit plan. | 100% implementation of the annual internal audit plan. | 100% implementation of the annual internal audit plan. | 100% implementation of the annual internal audit plan. |
| Strategic Objective: To enhance understanding and awareness of the value of tourism and its opportunities. | | | | |
| 10. Department's FOSAD and Cabinet coordination and support system reviewed and implemented. | Review and implementation of Department's Cabinet and cluster coordination protocol. | Review and 100% implementation of Department's Cabinet and cluster coordination protocol up to 31 March 2017. | Review and 100% implementation of Department's Cabinet and cluster coordination protocol up to 31 March 2018. | Review and 100% implementation of Department's Cabinet and cluster coordination protocol up to 31 March 2019. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|---|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 11. 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 Department's communication strategy. | 100% implementation of the Department's communication strategy. | 100% implementation of the Department's communication strategy. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|---|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 12. Percentage of tourist complaints referred to appropriate authorities for resolution within agreed timeframes. | 100% of tourist complaints referred to appropriate authorities for resolution within agreed timeframes. | 100% of tourist complaints referred to appropriate authorities for resolution within the agreed timeframes. | 100% of tourist complaints referred to appropriate authorities for resolution within the agreed timeframes. | 100% of tourist complaints referred to appropriate authorities for resolution within the agreed timeframes. |
| 13. Amendments to the Tourism Act drafted. | Implementation of Tourism Act, 2014 (Act 3 of 2014). | Draft Tourism Amendment Bill submitted for approval. | Draft Tourism Amendment Bill submitted for promulgation. | - |
| 14. Number of tourism regulations developed. | Tourist-guiding regulations. | Procedure for the lodging of tourist complaints developed. | Tourist regulations developed. | Tourist regulations developed. |
| Strategic Objective: To contribute to economic transformation in South Africa. | | | | |
| 15. Percentage procurement from BBBEE-compliant businesses. | 100% expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 8. | 100% procurement from B-BBEE compliant businesses. | 100% procurement from B-BBEE compliant businesses. | 100% procurement from B-BBEE compliant businesses. |



Programme 2: Policy and Knowledge Services

Purpose: To support the sector through policy development and evaluation, research and knowledge management, and the promotion of transformation and responsible tourism.

Strategic outcome orientated goal: Achieve good corporate and cooperative governance.
Strategic Objective: To enhance understanding and awareness about the value of tourism and its opportunities.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|--|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 1. Number of platforms facilitated to improve tourism-sector stakeholder engagement and NTSS implementation. | Two National Tourism Stakeholder Forums hosted. | Annual National Tourism Stakeholder Forum hosted. | Annual National Tourism Stakeholder Forum hosted. | Annual National Tourism Stakeholder Forum hosted. |
| Strategic Objective: To create an enabling legislative and regulatory environment for tourism development and growth. | | | | |
| 2. Number of policy documents developed on the implementation of the Tourism Act, 2014 (Act 3 of 2014). | Development of new regulations for tourist guides. | Regulations on National Tourism Information and Monitoring System (NTIMS) developed. | - | - |

Strategic Outcome Oriented Goal: Increase the tourism sector's contribution to inclusive economic growth.

Strategic Objective: To accelerate transformation of the tourism sector.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|---|---|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 3. Number of initiatives supported to promote B-BBEE implementation. | Provide secretarial support to the Tourism B-BBEE Charter Council. | Secretarial support provided to the Tourism B-BBEE Charter Council. | Secretarial support provided to the Tourism B-BBEE Charter Council. | Secretarial support provided to the tourism B-BBEE Charter Council. |
| | | Study conducted to establish a baseline for the amended tourism B-BBEE sector code targets. | Monitoring report on the implementation of the amended tourism B-BBEE sector code developed. | Monitoring report on the implementation of the amended tourism B-BBEE sector code developed. |
| | Developing enterprise and supplier development programme to accelerate SMMEs' empowerment in the tourism sector. | Additional functionalities developed for the tourism B-BBEE portal for black-owned enterprises to accelerate SMMEs' empowerment in the tourism sector (to facilitate matchmaking and monitor compliance with the amended tourism B-BBEE sector code). | Tourism B-BBEE portal maintained for black-owned enterprises to accelerate SMMEs' empowerment in the tourism sector (to facilitate matchmaking and monitor compliance with the amended tourism B-BBEE sector code). | Tourism B-BBEE portal maintained for black-owned enterprises to accelerate SMMEs' empowerment in the tourism sector (to facilitate matchmaking and monitor compliance with the amended tourism B-BBEE sector code) . |

Strategic Objective: To facilitate tourism capacity building programmes.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|---|---|---|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 4. Number of initiatives to support growth of the tourist-guiding sector. | <p>One initiative: Implementation of programme to capacitate tourist guides at two world heritage sites (WHSs), namely:</p> <ul style="list-style-type: none"> • Robben Island Museum; and • Vredefort Dome. | <p>Three tourist-guide skills development programmes developed and implemented:</p> <ol style="list-style-type: none"> 1. Programmes to capacitate tourist guides at two WHSs, namely Isimangaliso Wetlands Park and Cradle of Humankind, implemented. 2. Tourist-guide training programme for new entrants implemented. 3. CPD programme for tourist guides developed. | <ul style="list-style-type: none"> • Programme to capacitate tourist guides at two WHSs implemented. • Tourist-guide training programme for new entrants implemented. • CPD programme for tourist guides enhanced and implemented. | <ul style="list-style-type: none"> • Impact evaluation of programmes facilitated for tourist guides at WHSs. • Impact evaluation of training programme conducted for new entrants. • CPD programme for tourist guides enhanced and implemented. |

Strategic Objective: To diversify and enhance tourism offerings.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|--|---|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 5. Number of tourism attractions supported to enhance destination competitiveness. | One initiative: Destination development plans for two identified priority sites: <ul style="list-style-type: none"> • Robben Island Museum. • Walter Sisulu National Botanical Garden. | Implementation of destination enhancement/development projects at three strategic tourism attractions commenced: <ol style="list-style-type: none"> 1. Commencement of construction at Shangoni Gate tourism development in Kruger National Park. 2. Commencement of construction at Phalaborwa wild activity hub in Kruger National Park. 3. Commencement of construction of National Heritage Monument Park interpretation centre. | Three projects implemented: Monitoring the implementation of enhancement/development plans for three projects at strategic tourism attractions. Destination enhancement and development plans for three additional priority sites. | Implementation of destination enhancement/development projects for three priority sites identified in 2016/17. |

Strategic Objective: To diversify and enhance tourism offerings.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| | - | Draft Product Development Master Plan developed. | Product Development Master Plan finalised and piloted. | Product Development Master Plan implemented. |
| 6. Number of priority areas incentivised to facilitate sustainable tourism growth and development. | Three priority areas incentivised during the pilot phase: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy efficiency | Refined programmes (based on outcomes of the pilot phase) for the three priority areas incentivised: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy-efficiency | One additional support mechanism developed and implemented. | One additional support mechanism developed and implemented. |
| | Reports for UA city destination pilot project. | UA incentives guidelines developed. | Implementation of UA incentives. | Implementation of UA incentives. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 7. Number of monitoring and evaluation reports on tourism projects and initiatives. | Three monitoring and evaluation reports developed: <ul style="list-style-type: none"> • 2014/15 STR developed. • Impact evaluation of completed and operational SRI projects. • 2014/15 NTSS implementation report. | 2015 STR developed. | 2016 STR developed. | 2017 STR developed. |
| 8. Number of information systems, services and frameworks developed, implemented and maintained. | Seven knowledge and information systems maintained (five-year plan for TKP development enhancement completed): <ul style="list-style-type: none"> • Tourism Knowledge Portal • Electronic events calendar • Tourism local government sub-page and assessment tool • Responsible tourism sub-page and assessment tool • Service excellence self-assessment tool • VIC database tool • Tourist-guiding database tool | Two mobile applications: <ol style="list-style-type: none"> 1. Mobile application for tourist guides developed. 2. Mobile application for VICs developed. | <ul style="list-style-type: none"> • Two mobile applications (tourist guides & VICs) maintained. • One mobile application for tourism subsector developed. | <ul style="list-style-type: none"> • Three mobile applications maintained. • One mobile application for tourism subsector developed. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|----------------------------------|--|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| | <ul style="list-style-type: none"> One NTIG maintained (ORTIA). One NTIG developed: King Shaka International Airport (KSIA). | <ul style="list-style-type: none"> Two NTIGs maintained at KSIA and ORTIA. One NTIG enhanced at ORTIA. | <ul style="list-style-type: none"> Two NTIGs maintained at ORTIA and KSIA. One NTIG enhanced at KSIA. One NTIG developed at Cape Town International Airport (CTIA). | Three NTIGs maintained: <ul style="list-style-type: none"> KSIA ORTIA CTIA |



Programme 3: International Tourism Management

Purpose: To provide strategic policy direction for the development of South Africa's tourism potential across various regions of the world.

Strategic Outcome Oriented Goal: Increase the tourism sector's contribution to inclusive economic growth.

Strategic Objective: To facilitate tourism capacity building programmes.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|---|--|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 1. Number of skills development opportunities facilitated through bilateral cooperation. | One tourism skills development opportunity for FET chefs' trainers facilitated. | Five tourism skills development opportunities facilitated: <ol style="list-style-type: none"> 1. Cross-border guiding module finalised and consulted on with relevant stakeholders. 2. Recruitment of tourist guides and frontline staff for language training: Foreign languages (Russian and Mandarin) . 3. International placement of 12 learner chefs facilitated. 4. Benchmarking of tourism capacity-building programme for provinces and municipalities. 5. Capacity-building for effective participation in market access programme. | One tourism skills development opportunity facilitated. | One tourism skills development opportunity facilitated. |

Strategic Objective: To diversify and enhance tourism offerings.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|---|---|--|--|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 2. Number of programmes implemented to enhance tourism offerings. | - | Draft Tourism Investment Master Plan developed. | Tourism Investment Master Plan finalised and piloted. | Tourism Investment Master Plan implemented. |
| Strategic Objective: Reduce barriers to tourism growth to enhance tourism competitiveness. | | | | |
| 3. Implementation of the accreditation of travel companies programme for visa facilitation. | Accreditation of travel companies (ATC) for visa facilitation. | Accreditation of travel companies for visa facilitation. | Accreditation of travel companies for visa facilitation. | - |
| Strategic Objective: To enhance regional tourism integration. | | | | |
| 4. Number of initiatives facilitated for regional integration. | One initiative: Ministerial session at the 2015 Tourism Indaba. | Ministerial session at the 2016 Tourism Indaba hosted. | One initiative. | One initiative. |



Programme 4: Domestic Tourism Management

Purpose: To provide strategic policy direction for the development and growth of sustainable domestic tourism throughout South Africa.

Strategic Outcome Oriented Goal: Achieve good corporate and cooperative governance.
Strategic Objective: To create an enabling legislative and regulatory environment for tourism development and growth.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| 1. Domestic Tourism Growth Strategy revised. | Domestic Tourism Strategy implemented. | Domestic Tourism Strategy reviewed. | Domestic Tourism Strategy Action Plan implemented. | Domestic Tourism Strategy Action Plan implemented. |
| Strategic Outcome Oriented Goal: Increase the contribution of the tourism sector to inclusive economic growth. Strategic Objective: To accelerate transformation of the tourism sector. | | | | |
| 2. Number of social tourism initiatives activated to promote open access to selected government-owned attractions. | Social tourism directory. | Four social tourism initiatives facilitated that promote open access to selected government-owned attractions. | Four social tourism initiatives facilitated that promote open access to selected government-owned attractions. | Four social tourism initiatives facilitated that promote open access to selected government-owned attractions. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|---|---|---|---|
| | | 2016/17 | 2017/18 | 2018/19 |
| 3. Implementation of the enterprise development programme. | 100 rural enterprises supported for development. | 100 enterprises supported for development. | 150 enterprises supported for development. | 225 enterprises supported for development. |
| | - | Implementation of an enterprise development programme focusing on: <ul style="list-style-type: none"> incubation; and business support services (portal). | Implementation of an enterprise development programme. | Implementation of an enterprise development programme. |
| Strategic Objective: To facilitate tourism capacity-building programmes | | | | |
| 4. Number of capacity-building programmes implemented. | Eight capacity-building programmes: 1. 577 learner chefs. | Eight capacity-building programmes: Implement the chefs training programme (CTP) targeting 577 trainees. | Eight capacity-building programmes: Implement the CTP targeting 577 trainees. | Eight capacity-building programmes: Implement the CTP targeting 577 trainees. |
| | 2. 270 learners trained in wine service training. | 300 youth enrolled in the sommelier training course. | 300 youth enrolled in the sommelier training course. | 300 youth enrolled in the sommelier training course. |

Strategic Objective: To facilitate tourism capacity building programmes.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|----------------------------------|--|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| | 3. Training facilitated for 3 400 tourism buddies. | 2 000 youth enrolled in the hospitality service training programme. | 2 000 youth enrolled in the hospitality service training programme. | 2 000 youth enrolled in the hospitality service training programme. |
| | 4. 300 graduates recruited and placed in the food safety programme. | 500 learners enrolled in the food safety programme. | 500 learners enrolled in the food safety programme. | 500 learners enrolled in the food safety programme. |
| | 5. Local government tourism induction programme, with a focus on rural areas with tourism potential (six district municipalities). | Local government tourism induction programme, with a focus on rural areas with tourism potential (eight municipalities). | Local government tourism induction programme, with a focus on rural areas with tourism potential (ten municipalities). | Local government tourism induction programme, with a focus on rural areas with tourism potential (ten municipalities). |
| | 6. Tourism Human Resource Development (THRD) Strategy review: Phase 1: Sector skills audit. | Phase 2: THRD Strategy developed. | THRD Strategy implemented. | THRD Strategy implemented. |

Strategic Objective: To facilitate tourism capacity building programmes.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|----------------------------------|---|--|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| | 7. NTCE convened. | NTCE convened. | NTCE convened. | NTCE convened. |
| | 8. Executive development programme developed to capacitate black women managers . | Twenty (20) black women trained at an institution of higher learning through a customised Executive Development Programme. | Twenty-five (25) black women trained at an institution of higher learning. | Thirty five (35) black women trained at an institution of higher learning. |

Strategic Objective: To diversify and enhance the tourism offerings.

| | | | | |
|---|---|---|---|---|
| 5. Number of programmes implemented to enhance tourism offerings. | Implementation of service excellence standards for two tourism products (Manyane Game Reserve and Robben Island). | Implementation of service excellence integrated support programme (SANS 1197) for three tourism products (Manyane Game Reserve, Robben Island and Golden Gate Highlands National Park). | <ul style="list-style-type: none"> • Implementation of service excellence integrated support programme for three tourism products. • Report developed on the impact assessment of service excellence initiatives. | <ul style="list-style-type: none"> • Implementation of service excellence integrated support programme for three tourism products. • Report developed on the impact assessment of service excellence initiatives. |
|---|---|---|---|---|

Strategic Objective: To diversify and enhance the tourism offerings.

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|--|---|--|--|
| | | 2016/17 | 2017/18 | 2018/19 |
| | Implementation of tourism signage at three WHSs completed. | Facilitate the development of tourism interpretation signage at four heritage sites (iconic national heritage sites – Victor Verster in Western Cape; Nelson Mandela capture site in KwaZulu-Natal; Freedom Park in Gauteng; Mandela statue at Union Buildings, Gauteng). | Facilitate the development of tourism interpretation signage at four heritage sites. | Facilitate the development of tourism interpretation signage at five national heritage sites. |
| 6. Number of programmes implemented to grow tourism's contribution to the ocean economy. | - | One programme (facilitating the implementation of the Blue Flag programme at 50 South African beaches). | One programme (facilitating the implementation of the Blue Flag programme at 25 additional South African beaches). | One programme (facilitating the implementation of the Blue Flag programme at 25 additional South African beaches). |
| | - | First draft Tourism Infrastructure Master Plan developed. | Tourism Infrastructure Master Plan implemented. | Tourism Infrastructure Master Plan implemented. |

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

| Programme Performance Indicators | Baseline | Medium-Term Targets | | |
|--|----------|---------------------|---------|---------|
| | | 2016/17 | 2017/18 | 2018/19 |
| 7. Number of full-time equivalent (FTE) jobs created through the SRI Programme per year. | 3 008 | 3 488 | 3 347 | 3 488 |



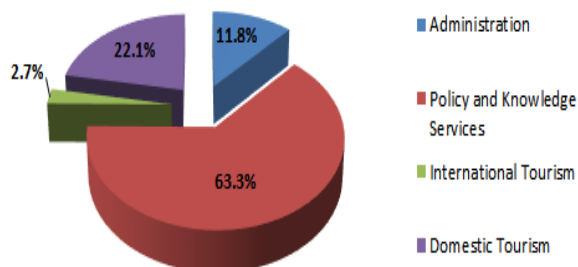
Estimates of National Expenditure (ENE) 2016

VOTE 33

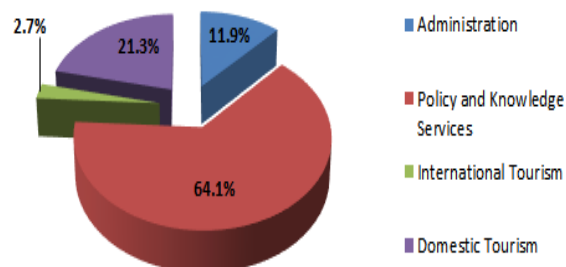
Departmental MTEF Baseline (Per Programme)

| Programme | 2015/16 | % of Total | 2016/17 | % of Total | 2017/18 | % of Total | 2018/19 | % of Total |
|-------------------------------|------------------|------------|------------------|------------|------------------|------------|------------------|------------|
| | R'000 | | R'000 | | R'000 | | R'000 | |
| Administration | 233,656 | 11.6% | 237,456 | 11.8% | 245,086 | 11.9% | 252,869 | 11.6% |
| Policy and Knowledge Services | 1,206,214 | 60.0% | 1,272,613 | 63.3% | 1,324,610 | 64.1% | 1,400,277 | 64.5% |
| International Tourism | 47,308 | 2.4% | 54,708 | 2.7% | 56,320 | 2.7% | 58,661 | 2.7% |
| Domestic Tourism | 307,000 | 15.3% | 444,739 | 22.1% | 441,285 | 21.3% | 460,811 | 21.2% |
| TOTAL | 1,794,178 | | 2,009,516 | | 2,067,301 | | 2,172,618 | |

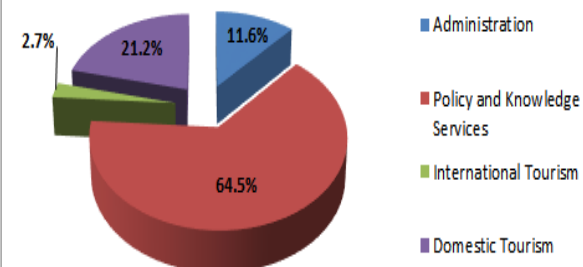
2016/17



2017/18



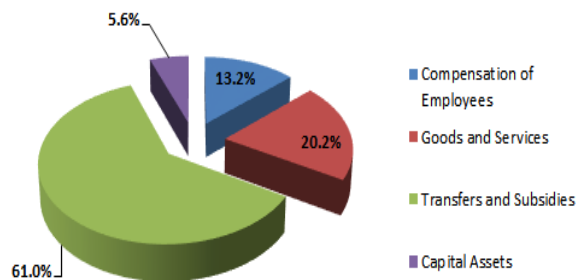
2017/18



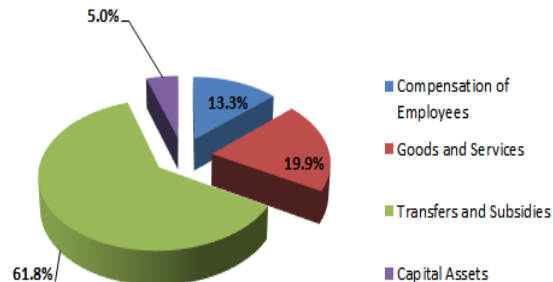
Departmental MTEF Baseline (Economic Classification)

| Economic Classification | 2015/16 | % of Total | 2016/17 | % of Total | 2017/18 | % of Total | 2018/19 | % of Total |
|---------------------------|------------------|------------|------------------|------------|------------------|------------|------------------|------------|
| | R'000 | | R'000 | | R'000 | | R'000 | |
| Compensation of Employees | 250,051 | 12.4% | 265,541 | 13.2% | 274,896 | 13.3% | 285,801 | 13.2% |
| Goods and Services | 308,993 | 15.4% | 405,522 | 20.2% | 411,840 | 19.9% | 434,066 | 20.0% |
| Transfers and Subsidies | 1,229,041 | 61.2% | 1,226,083 | 61.0% | 1,278,151 | 61.8% | 1,351,647 | 62.2% |
| Capital Assets | 6,093 | 0.3% | 112,370 | 5.6% | 102,414 | 5.0% | 101,104 | 4.7% |
| TOTAL | 1,794,178 | | 2,009,516 | | 2,067,301 | | 2,172,618 | |

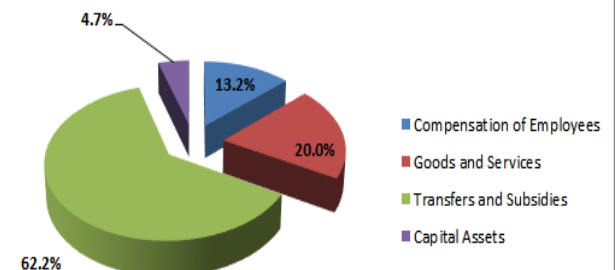
2016/17



2017/18



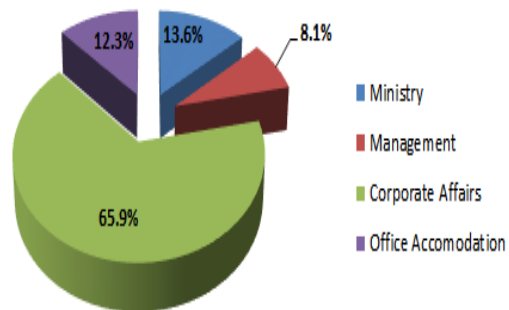
2018/19



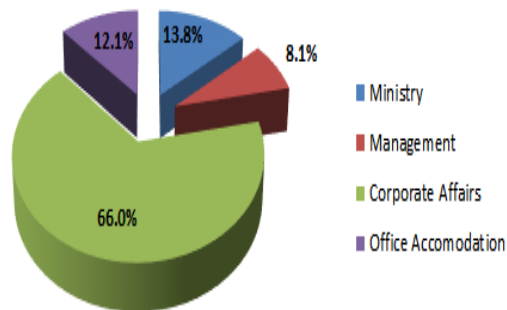
MTEF Baseline – Administration (Per Sub-programme)

| Programme | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 |
|---------------------|----------------|-------|----------------|-------|----------------|-------|----------------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 |
| Ministry | 36,129 | 15.2% | 32,356 | 13.6% | 33,847 | 13.8% | 34,892 |
| Management | 18,859 | 7.9% | 19,339 | 8.1% | 19,823 | 8.1% | 20,608 |
| Corporate Affairs | 150,174 | 63.2% | 156,493 | 65.9% | 161,822 | 66.0% | 166,059 |
| Office Accomodation | 28,494 | 12.0% | 29,268 | 12.3% | 29,594 | 12.1% | 31,310 |
| TOTAL | 233,656 | | 237,456 | | 245,086 | | 252,869 |

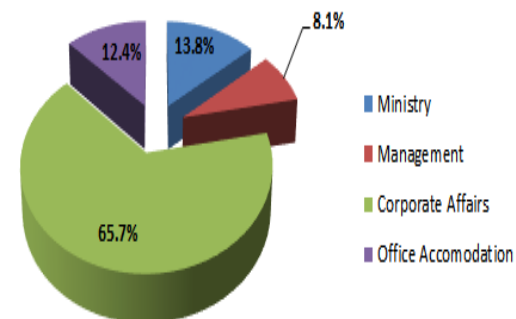
2016/17



2017/18



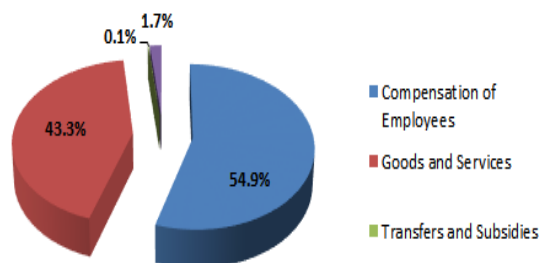
2018/19



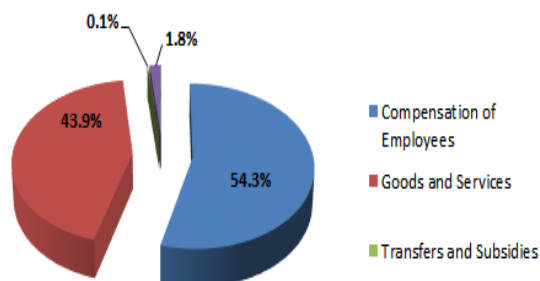
MTEF Baseline – Administration (Economic Classification)

| Economic Classification | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 |
|---------------------------|----------------|-------|----------------|-------|----------------|-------|----------------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 |
| Compensation of Employees | 122,821 | 51.7% | 130,408 | 54.9% | 133,001 | 54.3% | 138,279 |
| Goods and Services | 107,445 | 45.2% | 102,745 | 43.3% | 107,569 | 43.9% | 109,897 |
| Transfers and Subsidies | 176 | 0.1% | 185 | 0.1% | 197 | 0.1% | 208 |
| Capital Assets | 3,214 | 1.4% | 4,118 | 1.7% | 4,319 | 1.8% | 4,485 |
| TOTAL | 233,656 | | 237,456 | | 245,086 | | 252,869 |

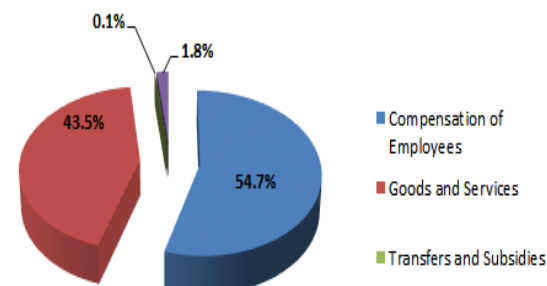
2016/17



2017/18



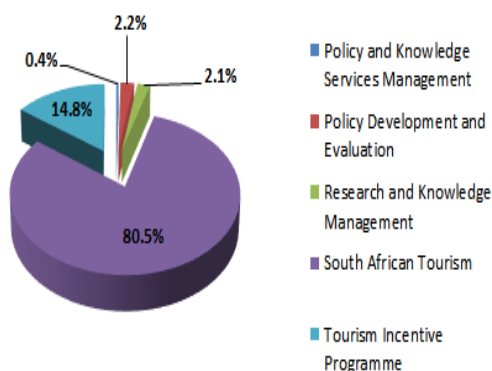
2018/19



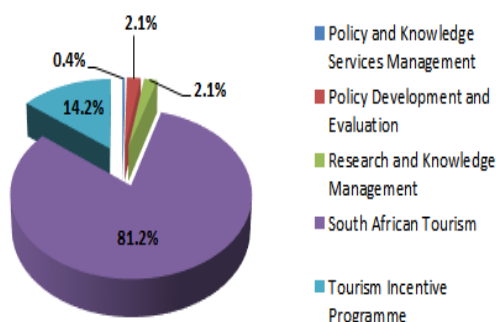
MTEF Baseline – Policy and Knowledge Services (Per Sub-programme)

| Programme | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 | % of |
|--|------------------|-------|------------------|-------|------------------|-------|------------------|-------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 | Total |
| Policy and Knowledge Services Management | 6,849 | 0.5% | 4,734 | 0.4% | 4,831 | 0.4% | 5,024 | 0.4% |
| Policy Development and Evaluation | 21,297 | 1.7% | 27,737 | 2.2% | 28,381 | 2.1% | 29,507 | 2.1% |
| Research and Knowledge Management | 29,882 | 2.3% | 26,364 | 2.1% | 27,307 | 2.1% | 28,467 | 2.0% |
| South African Tourism | 977,712 | 76.8% | 1,024,847 | 80.5% | 1,076,089 | 81.2% | 1,138,502 | 81.3% |
| Tourism Incentive Programme | 170,474 | 13.4% | 188,931 | 14.8% | 188,002 | 14.2% | 198,777 | 14.2% |
| TOTAL | 1,206,214 | | 1,272,613 | | 1,324,610 | | 1,400,277 | |

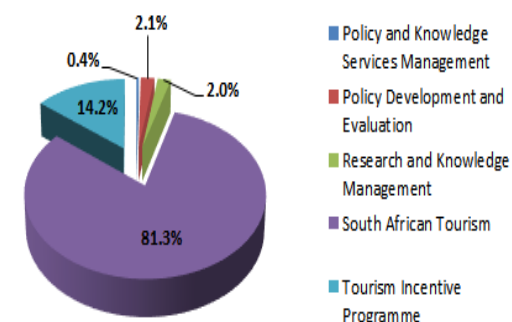
2016/17



2017/18



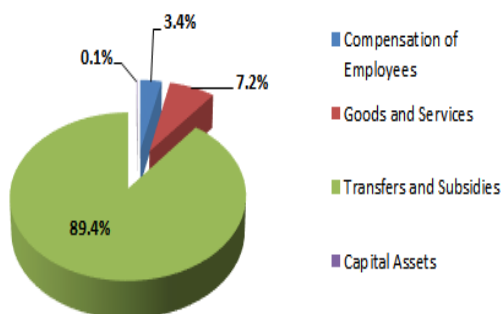
2018/19



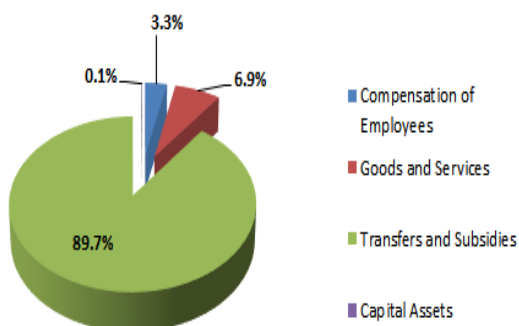
MTEF Baseline – Policy and Knowledge Services (Economic Classification)

| Economic Classification | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 | % of |
|---------------------------|------------------|-------|------------------|-------|------------------|-------|------------------|-------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 | Total |
| Compensation of Employees | 40,168 | 3.2% | 42,647 | 3.4% | 43,536 | 3.3% | 45,263 | 3.2% |
| Goods and Services | 89,769 | 7.1% | 91,283 | 7.2% | 91,561 | 6.9% | 96,533 | 6.9% |
| Transfers and Subsidies | 1,075,118 | 84.5% | 1,137,223 | 89.4% | 1,187,980 | 89.7% | 1,256,882 | 89.8% |
| Capital Assets | 1,159 | 0.1% | 1,460 | 0.1% | 1,533 | 0.1% | 1,599 | 0.1% |
| TOTAL | 1,206,214 | | 1,272,613 | | 1,324,610 | | 1,400,277 | |

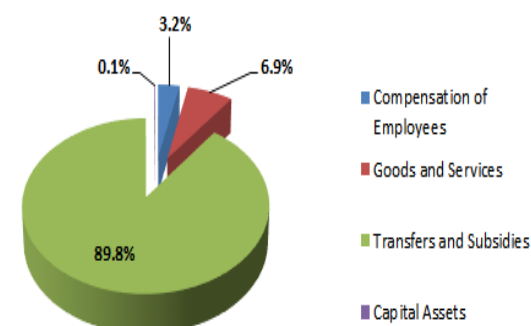
2016/17



2017/18



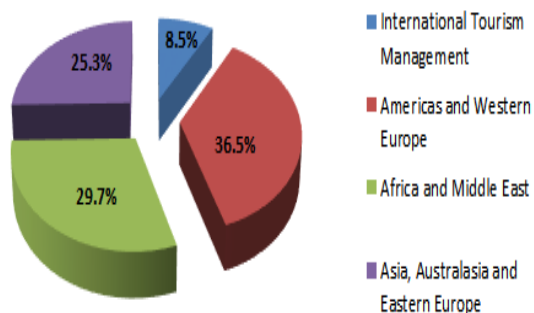
2018/19



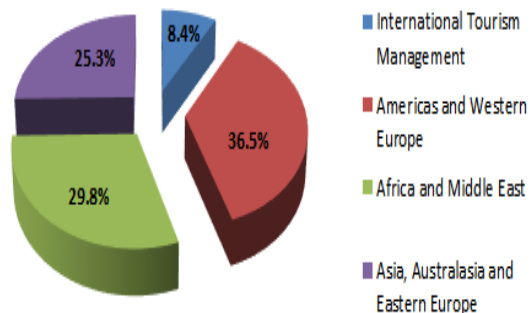
MTEF Baseline – International Tourism (Per Sub-programme)

| Programme | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 | % of |
|--------------------------------------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 | Total |
| International Tourism Management | 3,480 | 6.4% | 4,637 | 8.5% | 4,750 | 8.4% | 4,938 | 8.4% |
| Americas and Western Europe | 17,332 | 31.7% | 19,956 | 36.5% | 20,530 | 24.0% | 21,393 | 24.0% |
| Africa and Middle East | 14,371 | 26.3% | 16,267 | 29.7% | 16,797 | 29.8% | 17,536 | 29.9% |
| Asia, Australasia and Eastern Europe | 12,125 | 22.2% | 13,848 | 25.3% | 14,243 | 25.3% | 14,794 | 25.2% |
| TOTAL | 47,308 | | 54,708 | | 56,320 | | 58,661 | |

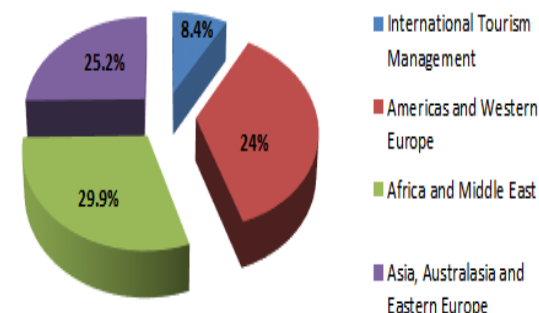
2016/17



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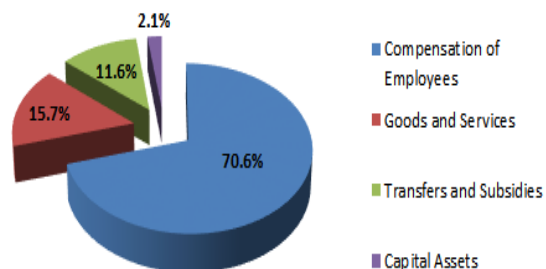
2018/19



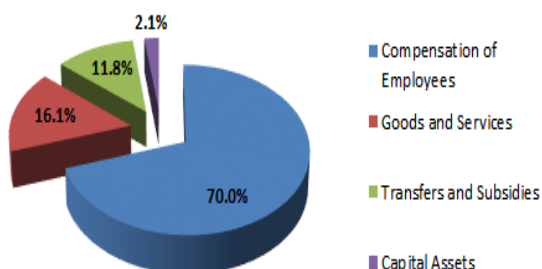
MTEF Baseline – International Tourism (Economic Classification)

| Economic Classification | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 | % of |
|---------------------------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 | Total |
| Compensation of Employees | 36,348 | 66.4% | 38,606 | 70.6% | 39,431 | 70.0% | 40,994 | 69.9% |
| Goods and Services | 4,012 | 7.3% | 8,616 | 15.7% | 9,041 | 16.1% | 9,387 | 16.0% |
| Transfers and Subsidies | 6,004 | 11.0% | 6,322 | 11.6% | 6,638 | 11.8% | 7,023 | 12.0% |
| Capital Assets | 944 | 1.7% | 1,164 | 2.1% | 1,210 | 2.1% | 1,257 | 2.1% |
| TOTAL | 47,308 | | 54,708 | | 56,320 | | 58,661 | |

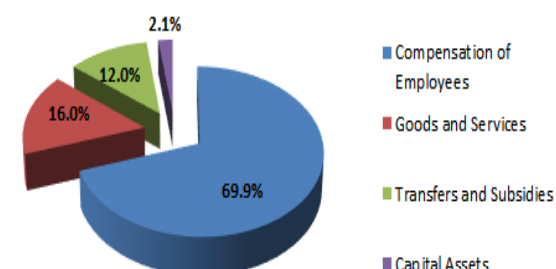
2016/17



2017/18

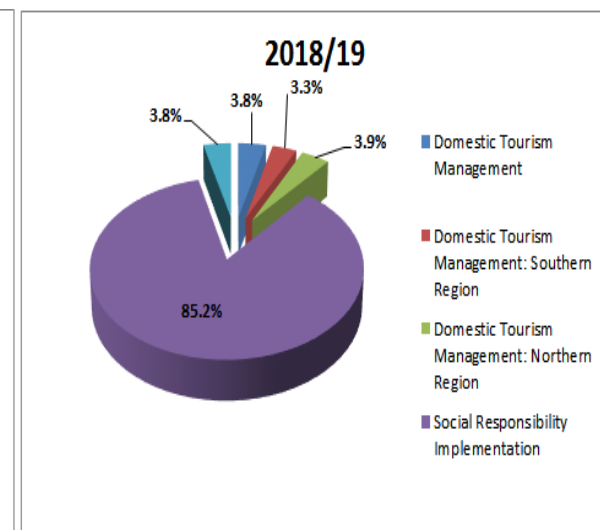
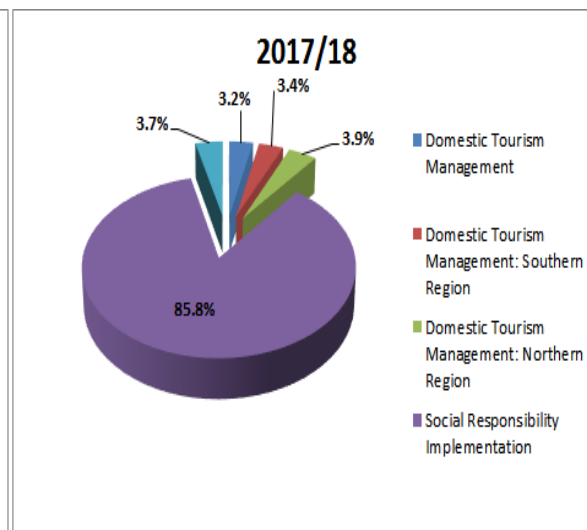
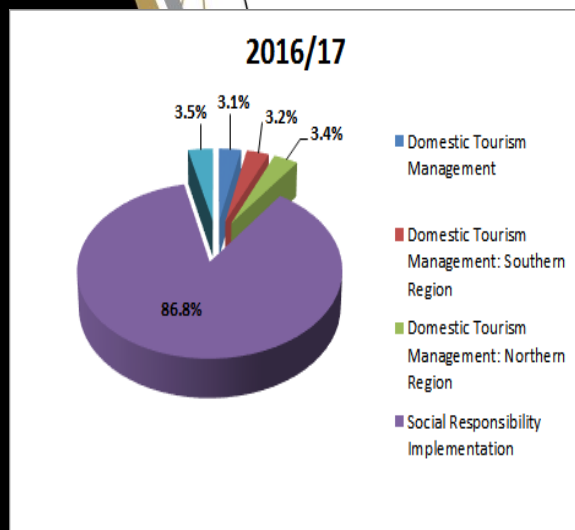


2018/19



MTEF Baseline – Domestic Tourism (Per Sub-programme)

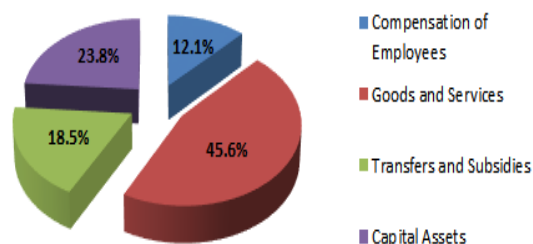
| Programme | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 | % of |
|--|----------------|-------|----------------|-------|----------------|-------|----------------|-------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 | Total |
| Domestic Tourism Management | 10,548 | 2.4% | 13,814 | 3.1% | 14,300 | 3.2% | 17,516 | 3.8% |
| Domestic Tourism Management: Southern Region | 12,085 | 2.7% | 14,031 | 3.2% | 14,790 | 3.4% | 15,376 | 3.3% |
| Domestic Tourism Management: Northern Region | 17,269 | 3.9% | 15,259 | 3.4% | 17,200 | 3.9% | 17,883 | 3.9% |
| Social Responsibility Implementation | 253,598 | 57.0% | 386,108 | 86.8% | 378,566 | 85.8% | 392,654 | 85.2% |
| Strategic Partners in Tourism | 13,500 | 3.0% | 15,527 | 3.5% | 16,429 | 3.7% | 17,382 | 3.8% |
| TOTAL | 307,000 | | 444,739 | | 441,285 | | 460,811 | |



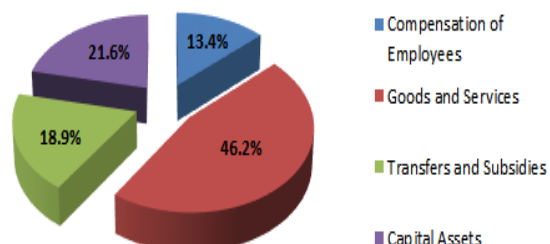
MTEF Baseline – Domestic Tourism (Economic Classification)

| Economic Classification | 2015/16 | % of | 2016/17 | % of | 2017/18 | % of | 2018/19 | % of |
|---------------------------|----------------|-------|----------------|-------|----------------|-------|----------------|-------|
| | R'000 | Total | R'000 | Total | R'000 | Total | R'000 | Total |
| Compensation of Employees | 50,714 | 11.4% | 53,880 | 12.1% | 58,928 | 13.4% | 61,265 | 13.3% |
| Goods and Services | 107,767 | 24.2% | 202,878 | 45.6% | 203,669 | 46.2% | 218,249 | 47.4% |
| Transfers and Subsidies | 147,743 | 33.2% | 82,353 | 18.5% | 83,336 | 18.9% | 87,534 | 19.0% |
| Capital Assets | 776 | 0.2% | 105,628 | 23.8% | 95,352 | 21.6% | 93,763 | 20.3% |
| TOTAL | 307,000 | | 444,739 | | 441,285 | | 460,811 | |

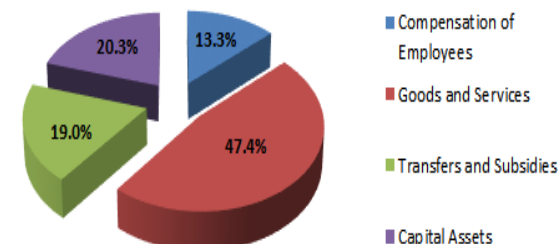
2016/17



2017/18



2018/19



LIST OF ACRONYMS AND ABBREVIATIONS

| | | | |
|------------------|--|-----------------|--|
| AGSA: | Auditor-General of South Africa | DPME: | Department of Planning, Monitoring and Evaluation |
| APP: | Annual Performance Plan | | |
| ATC: | accreditation of travel companies | EPWP: | Expanded Public Works Programme |
| BBBEE: | broad-based black economic empowerment | ETEYA: | Emerging Tourism Entrepreneur of the Year Awards |
| CATHSSETA | Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority | FEDHASA: | Federated Hospitality Association of South Africa |
| CD: | Chief Director | FET: | further education and training |
| CFO: | Chief Financial Officer | FOSAD: | Forum of South African Directors-General |
| COO: | Chief Operating Officer | FTE: | full-time equivalent |
| CPD: | continuous professional development | ICT: | information communication technology |
| CTIA: | Cape Town International Airport | ICTSP: | Information Communication Technology Strategic Plan |
| CTP: | chefs training programme | | |
| D: | Director | KSIA: | King Shaka International Airport |
| DDG: | Deputy Director-General | MOU: | memorandum of understanding |
| DG: | Director-General | MP: | Member of Parliament |
| DIRCO: | Department of International Relations and Cooperation | MTEF: | Medium-Term Expenditure Framework |
| | | NDP: | National Development Plan |

LIST OF ACRONYMS AND ABBREVIATIONS Cont....

| | | | |
|---------------|--|-----------------------|---|
| NGO: | non-governmental organisation | SAT: | South African Tourism |
| NTCE: | National Tourism Careers Expo | SDIP: | Service Delivery Improvement |
| NTIG: | national tourism information gateway | Plan | |
| NTIMS: | National Tourism Information and Monitoring System | SEIA: | socio-economic impact |
| NTSS: | National Tourism Sector Strategy | assessment | |
| NVIF: | National Visitors Information Framework | SLA: | service-level agreement |
| ORTIA: | OR Tambo International Airport | SMME: | small, medium and micro-sized enterprise |
| PBP: | Principles of Batho Pele | SMS: | senior management service |
| PFMA: | Public Finance Management Act (Act 1 of 1999, as amended by Act 29 of 1999) | SP: | Strategic Plan |
| PPI: | programme performance indicator | SRI: | Social Responsibility |
| PPP: | public-private partnership | Implementation | |
| RMC: | Risk Management Committee | STR: | State of Tourism Report |
| SA: | South Africa | THRD: | tourism human resource development |
| SADC: | Southern African Development Community | TKP: | Tourism Knowledge Portal |
| SANS: | South African National Standard | TLD: | Tourism Leadership Dialogue |
| | | UA: | universal access |
| | | VFS: | visa facilitation service agency |
| | | VIC: | visitor information centre |
| | | WHS: | world heritage site |
| | | WSP: | Workplace Skills Plan |



THANK YOU.