

FY2026/27 Annual Performance Plan

Presentation to Portfolio Committee on Tourism
21 April 2026



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Vision, Mission & Programmes

VISION

To inspire and attract local and global travellers to explore and experience the richness of South Africa and her people.

MISSION

Marketing South Africa domestically and internationally to increase the volume and value of both leisure and business travellers, while promoting quality and excellence across all tourism experiences.

The mission will be implemented through four strategic pillars:

- Building and strengthening our tourism brand to increase market share and improve our competitive position.
- Leading the advancement, quality assurance and sustainable development of the sector, and improving visitor experience.
- Striving to become a trusted advisor and thought leader in the industry through mutually beneficial partnerships and delivering tourism intelligence.
- Building an organisation with the best culture, that attracts, develops and retains the best people, while optimally leveraging technology to deliver exceptional results.

PROGRAMME	PROGRAMME PURPOSE
<p>Programme 1: Corporate Support</p>	<p>To provide effective support services to the organisation, as well as ensure compliance with statutory requirements; and ensure strategy development and integration with business performance monitoring, governance, and evaluation.</p>
<p>Programme 2: Business Enablement</p>	<p>To enhance collaboration with various stakeholders; and provide centralised tourism intelligence to support evidence-based decision-making.</p>
<p>Programme 3: Leisure Tourism Marketing</p>	<p>To create demand through travel acquisition and growing brand equity for South Africa as a leisure and business events destination in identified markets.</p>
<p>Programme 4: Business Events</p>	<p>To grow the nation's business events industry.</p>
<p>Programme 5: Tourist Experience</p>	<p>To ensure the delivery of quality assured tourist / visitor experiences, which are diverse, unique, and enriched.</p>

Programme 1: Corporate Support

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Enhanced internal control environment and mitigation of audit findings	Percentage of internal and external audit recommendations implemented	Implement 100% of internal and external audit recommendations	Implement 25% of internal and external audit recommendations	Implement 40% of internal and external audit recommendations	Implement 60% of internal and external audit recommendations	Implement 100% of internal and external audit recommendations
Strengthened policy environment to support operations	Annual Policy Implementation Plan implemented	Implement the FY2026/27 Policy Implementation Plan	Convene monthly policy committee meetings	Convene monthly policy committee meetings	Convene monthly policy committee meetings	Convene monthly policy committee meetings
			Develop an integrated policy register	-	-	-
			Establish a policy repository	Update the policy repository	Update the policy repository	Update the policy repository
Improved staff engagement and morale	Staff engagement survey conducted	Conduct FY2026/27 staff engagement survey	-	-	Conduct the staff engagement survey	Table the Staff Engagement Survey Report with ExCo
	Annual Culture and Wellness Programme implemented	Implement the FY2026/27 Culture and Wellness Programme	Implement the Culture and Wellness Programme	Implement the Culture and Wellness Programme	Implement the Culture and Wellness Programme	Implement the Culture and Wellness Programme
Track productivity to enable a high-performance culture	Productivity survey conducted	Conduct FY2026/27 productivity survey	Approve the revised Framework for the Productivity Survey	-	Conduct the FY2026/27 productivity survey	Table the Productivity Survey Report with ExCo

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Enhanced management and leadership capability	Number of management development programmes implemented	2 management development programmes implemented	Register participants for the 2 management development programmes	Implement the 2 management development programmes	-	-
Organisation-wide digital transformation and capability	Annual Digital Transformation Plan implemented	Implement the FY2026/27 Digital Transformation Plan	Implement the Digital Transformation Plan	Implement the Digital Transformation Plan	Implement the Digital Transformation Plan	Implement the Digital Transformation Plan
Strengthened disaster preparedness for the entity's systems	Number of systems tested for disaster preparedness	Conduct disaster preparedness testing on 4 systems	-	Conduct disaster preparedness testing on 2 systems	-	Conduct disaster preparedness testing on 2 systems
Strengthened cybersecurity for the entity's operations, platforms and systems	Number of cybersecurity penetration tests conducted	Conduct 2 cybersecurity penetration tests	Conduct penetration tests on internally hosted platforms	-	Conduct penetration tests on externally hosted platforms	-

Programme 2: Business Enablement

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Tourism information tracking to monitor arrivals, spend, and brand performance	Number of tourism information tracking surveys conducted	Conduct 4 tourism information tracking surveys	Produce the Departure Survey Fieldwork Report	Produce the Departure Survey Fieldwork Report	Produce the Departure Survey Fieldwork Report	Produce the Departure Survey Fieldwork Report
			Produce the Domestic Tourism Survey Fieldwork Report	Produce the Domestic Tourism Survey Fieldwork Report	Produce the Domestic Tourism Survey Fieldwork Report	Produce the Domestic Tourism Survey Fieldwork Report
			-	-	-	Produce the Leisure Brand Tracker Survey Fieldwork Report
			-	-	-	Produce the Business Events Brand Equity Survey Fieldwork Report
Tourism and consumer trend insights to grow South Africa's market share	Number of tourism trend analysis reports published	Publish 4 tourism trend analysis reports	Publish 1 tourism trend analysis report	Publish 1 tourism trend analysis report	Publish 1 tourism trend analysis report	Publish 1 tourism trend analysis report

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Assessment of destination South Africa's tourism performance to guide portfolio choices	Number of tourism performance reports published	Publish 8 tourism performance reports	Publish 2 tourism performance reports	Publish 2 tourism performance reports	Publish 2 tourism performance reports	Publish 2 tourism performance reports
Assessment of tourist perceptions of South Africa as a destination	Number of sentiment tracking reports published	Publish 4 sentiment tracking reports	Publish 1 sentiment tracking report	Publish 1 sentiment tracking report	Publish 1 sentiment tracking report	Publish 1 sentiment tracking report
Centralised Tourism Data Repository & Intelligence to enable data alignment across tourism sector	TGPP Dashboard implemented	Implement TGPP Dashboard	-	-	Implement TGPP Dashboard	-
	Implement artificial intelligence solutions to improve evidence-based decisions	Establish a roadmap for artificial intelligence solutions to improve evidence-based decisions	-	-	-	Establish a roadmap for artificial intelligence solutions to improve evidence-based decisions
Corporate Strategy 2030	Corporate Strategy reviewed	Review Corporate Strategy	Review current Corporate Strategy	Approve reviewed Corporate Strategy		

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
Reviewed Market Prioritisation Investment Framework	Annual review of Market Prioritisation Investment Framework	Review Market Prioritisation Investment Framework	-	-	-	Review Market Prioritisation Investment Framework	
Enhanced public and private sector collaboration on tourism	Number of collaborative engagements implemented	Implement collaborative engagements	9	Facilitate structured industry collaboration through participation in the TGPP Coordinated Destination Marketing Workstream	Facilitate structured industry collaboration through participation in the TGPP Coordinated Destination Marketing Workstream	Facilitate structured industry collaboration through participation in the TGPP Coordinated Destination Marketing Workstream	Facilitate structured industry collaboration through participation in the TGPP Coordinated Destination Marketing Workstream
			1	Convene and/or support engagement with trade in a province	Convene and/or support engagement with trade in a province	Convene and/or support engagement with trade in a province	Convene and/or support engagement with trade in a province
			-	-	-	Conduct the survey to determine the Satisfaction Score with South African Tourism's engagement	
Enhanced visitor experience through digital platforms	Number of digital platforms optimised	Optimise one digital platform (traveller application)	Improve content on the digital platform (traveller application)	Improve content on the digital platform (traveller application)	Improve functionality of the digital platform (traveller application)	Improve functionality of the digital platform (traveller application)	

Programme 3: Leisure Tourism Marketing

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Brand strategy and architecture to drive consistent messaging and insights-led campaigns	Annual execution of the Integrated Tourism Brand Strategy, 2025 - 2029	FY2026/27 execution of the Integrated Tourism Brand Strategy, 2025 – 2029	Execute the revised implementation plan	Execute the revised implementation plan	Execute the revised implementation plan Commence FY2026/27 review of Integrated Tourism Brand Strategy, 2025 – 2029	Execute the revised implementation plan Finalise FY2026/27 review of the Integrated Tourism Brand Strategy, 2025 – 2029 Develop revised implementation plan for FY2027/28
	Number of events supported in collaboration with stakeholders	Support 4 events in collaboration with stakeholders	Support 1 event in collaboration with stakeholders	Support 1 event in collaboration with stakeholders	Support 1 event in collaboration with stakeholders	Support 1 event in collaboration with stakeholders
	Number of CMO Forum meetings convened	Convene 4 meetings of the CMO Forum	Convene 1 meeting of the CMO Forum	Convene 1 meeting of the CMO Forum	Convene 1 meeting of the CMO Forum	Convene 1 meeting of the CMO Forum
Economic impact of the tourism sector profiled	Number of global public relations and communication activities implemented to profile the economic impact of the tourism sector	Implement 4 global public relations and communication activities to profile the economic impact of the tourism sector	Implement 1 global public relations and communication activity to profile the economic impact of the tourism sector	Implement 1 global public relations and communication activity to profile the economic impact of the tourism sector	Implement 1 global public relations and communication activity to profile the economic impact of the tourism sector	Implement 1 global public relations and communication activity to profile the economic impact of the tourism sector

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Global public relations and communications activities to strengthen the destination brand	Number of global public relations and communications activities implemented to strengthen the destination brand	Implement 38 global public relations and communication activities to strengthen the destination brand	Implement 10 global public relations and communication activities to strengthen the destination brand	Implement 9 global public relations and communication activities to strengthen the destination brand	Implement 9 global public relations and communication activities to strengthen the destination brand	Implement 10 global public relations and communication activities to strengthen the destination brand
Global public relations and communications to strengthen the corporate brand	Number of global public relations and communications activities implemented to strengthen the corporate brand	Implement 8 global public relations and communications activities to strengthen the corporate brand	Implement 2 global public relations and communications activities to strengthen the corporate brand	Implement 2 global public relations and communications activities to strengthen the corporate brand	Implement 2 global public relations and communications activities to strengthen the corporate brand	Implement 2 global public relations and communications activities to strengthen the corporate brand
Domestic tourist trips	Number of domestic tourist trips	41.8 million domestic tourist trips	-	-	-	41.8 million domestic tourist trips
Domestic tourist spend	Rand value of domestic tourist spend	R130 billion domestic tourist spend	-	-	-	R130 billion domestic tourist spend
Leisure tourism campaigns to increase demand in South Africa	Number of domestic tourism campaigns executed	Execute 3 domestic tourism campaigns	Develop and approve the annual plan for the domestic tourism campaigns	Execute 1 domestic tourism campaign	Execute 1 domestic tourism campaign	Execute 1 domestic tourism campaign
Brand affinity to increase conversion in South Africa	Number of distribution channel initiatives implemented in the domestic market	Implement 16 distribution channel initiatives in the domestic market	Implement 4 distribution channel initiatives in the domestic market	Implement 4 distribution channel initiatives in the domestic market	Implement 4 distribution channel initiatives in the domestic market	Implement 4 distribution channel initiatives in the domestic market

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Broadened domestic demand and geographic spread through provincial tourism showcases	Number of provincial tourism showcases implemented	Implement 4 provincial tourism showcases	Implement 1 provincial tourism showcase	Implement 1 provincial tourism showcase	Implement 1 provincial tourism showcase	Implement 1 provincial tourism showcase
International tourist arrivals	Number of international tourist arrivals	11.2 million international tourist arrivals	-	-	-	11.2 million international tourist arrivals
International tourist spend	Rand value of international tourist spend	R92.8 billion international tourist spend	-	-	-	R92.8 billion international tourist spend
Localised marketing campaigns to increase demand in the Africa region	Number of localised marketing campaigns executed in the Africa region	Execute 4 localised marketing campaigns in the Africa region	Develop and approve 2 implementation plans that will include 2 localised marketing campaigns for Africa Central, East and Land (CEL) hubs and 2 localised marketing campaigns for West Africa	Execute 2 localised marketing campaigns in the Africa region	Execute 2 localised marketing campaigns in the Africa region	Leverage the Quarter 2 and Quarter 3 localised marketing campaigns in the Africa region
Brand affinity to increase conversion in the Africa region	Number of distribution channel initiatives implemented in the Africa region	Implement 26 distribution channel initiatives in the Africa region	Implement 4 distribution channel initiatives in the Africa region	Implement 8 distribution channel initiatives in the Africa region	Implement 8 distribution channel initiatives in the Africa region	Implement 6 distribution channel initiatives in the Africa region

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Localised marketing campaigns to increase demand in the Europe region	Number of localised marketing campaigns executed in the Europe region	Execute 4 localised marketing campaigns in the Europe region	Develop and approve 4 annual localised marketing campaign plans for the Europe region	Execute the localised marketing campaigns in the Europe region	Execute the localised marketing campaigns in the Europe region	Conclude the localised marketing campaigns in the Europe region
Brand affinity to increase conversion in the Europe region	Number of distribution channel initiatives implemented in the Europe region	Implement 36 distribution channel initiatives in the Europe region	Implement 12 distribution channel initiatives in the Europe region	Implement 10 distribution channel initiatives in the Europe region	Implement 8 distribution channel initiatives in the Europe region	Implement 6 distribution channel initiatives in the Europe region
Localised marketing campaigns to increase demand in the Americas region	Number of localised marketing campaigns executed in the Americas region	Execute 2 localised marketing campaigns in the Americas region	Develop and approve annual localised marketing campaign plans for the Americas region	Execute the localised marketing campaigns in the Americas region	Execute the localised marketing campaigns in the Americas region	Execute the localised marketing campaigns in the Americas region
Brand affinity to increase conversion in the Americas region	Number of distribution channel initiatives implemented in the Americas region	Implement 12 distribution channel initiatives in the Americas region	Implement 3 distribution channel initiatives in the Americas region	Implement 3 distribution channel initiatives in the Americas region	Implement 3 distribution channel initiatives in the Americas region	Implement 3 distribution channel initiatives in the Americas region

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Localised marketing campaigns to increase demand in the Asia Australasia region	Number of localised marketing campaigns executed in the Asia Australasia region	Execute 4 localised marketing campaigns in the Asia Australasia region	Develop and approve annual localised marketing campaign plans for the Asia Australasia region	Execute the localised marketing campaigns in the Asia Australasia region	Execute the localised marketing campaigns in the Asia Australasia region	Execute the localised marketing campaigns in the Asia Australasia region
Brand affinity to increase conversion in the Asia Australasia region	Number of distribution channel initiatives implemented in the Asia Australasia region	Implement 16 distribution channel initiatives in the Asia Australasia region	Implement 4 distribution channel initiatives in the Asia Australasia region	Implement 4 distribution channel initiatives in the Asia Australasia region	Implement 4 distribution channel initiatives in the Asia Australasia region	Implement 4 distribution channel initiatives in the Asia Australasia region
Localised marketing campaigns to increase demand in the Embassy Support markets	Number of localised marketing campaigns executed in the Embassy Support markets	Execute 1 localised marketing campaign in the Embassy Support markets	Develop and approve the annual localised marketing campaign plan for the Embassy Support markets	Execute the annual localised marketing campaign in the Embassy Support markets	Execute the annual localised marketing campaign in the Embassy Support markets	Execute the annual localised marketing campaign in the Embassy Support markets
Brand affinity to increase conversion in the Embassy Support markets	Number of distribution channel initiatives implemented in the Embassy Support markets	Implement 16 distribution channel initiatives in the Embassy Support markets	Implement 4 distribution channel initiatives in the Embassy Support markets	Implement 4 distribution channel initiatives in the Embassy Support markets	Implement 4 distribution channel initiatives in the Embassy Support markets	Implement 4 distribution channel initiatives in the Embassy Support markets

Programme 4: Business Events

FY2026/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY2026/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Increased economic benefits and job creation through hosting of strategic platforms	Meetings Africa hosted	Host Meetings Africa 2027	-	Develop the project plan for Meetings Africa 2027	Implement the project plan for Meetings Africa 2027	Host Meetings Africa 2027
	Africa's Travel Indaba hosted	Host Africa's Travel Indaba 2026	Host Africa's Travel Indaba 2026	-	Develop the project plan for Africa's Travel Indaba 2027	Implement the project plan for Africa's Travel Indaba 2027
Broadened participation and economic value through support for business event bids, including targeted VTSD opportunities and SMME integration	Number of bid submissions for the MICE industry supported	Support 115 bid submissions for the MICE industry	Support 45 bid submissions for the MICE industry	Support 45 bid submissions for the MICE industry	Support 13 bid submissions for the MICE industry	Support 12 bid submissions for the MICE industry
	Number of business events hosted in VTSDs	Host 15 business events in VTSDs	Host 5 business events in VTSDs	Host 5 business events in VTSDs	Host 3 business events in VTSDs	Host 2 business events in VTSDs

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
B2B campaigns to create demand for South Africa as a premier business events destination	Number of B2B campaigns executed to create demand for South Africa as a premier business events destination	Execute 1 global B2B campaign	Execute the global campaign	Execute the global campaign	Execute the global campaign	Execute the global campaign
		Execute 1 domestic B2B campaign	Execute the domestic campaign	Execute the domestic campaign	Execute the domestic campaign	Execute the domestic campaign
MICE sector capacitated for future growth	Number of assessments conducted to demonstrate the economic impact of bids awarded	Conduct 2 assessments to demonstrate the economic impact of bids awarded	-	Conduct 1 assessment to demonstrate the economic impact of bids awarded	-	Conduct 1 assessment to demonstrate the economic impact of bids awarded
		National Business Events Strategy reviewed	Review National Business Events Strategy	Conduct an assessment of the current National Business Events Strategy	Engage public and private sectors on the review of the National Business Events Strategy	Draft the reviewed National Business Events Strategy

Programme 5: Tourist Experience

FY26/27 APP OUTPUTS	FY26/27 APP OUTPUT INDICATORS	FY26/27 APP TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Enhanced visitor experience through quality assurance of tourism products	Number of active graded products	4 500 active graded products	-	-	-	4 500 active graded products
	Number of new graded products	80 new graded products	20 new graded products	20 new graded products	20 new graded products	20 new graded products
	Framework for national rollout of BQV Programme implemented	Develop framework for national rollout of BQV Programme	Develop conceptual model for national rollout of BQV Programme	Consult on conceptual model for national rollout of BQV Programme	Develop framework for national rollout of BQV Programme	Finalise framework for national rollout of BQV Programme
Service excellence and traveller reassurance through the Welcome Programme	Framework for the Welcome Programme developed	Develop Welcome Programme Framework	Develop conceptual model for Welcome Programme	Consult on conceptual model for Welcome Programme	Develop the framework for the Welcome Programme	Finalise the framework for the Welcome Programme
Promotion of increased air access for destination South Africa	Number of initiatives implemented to support air access through the Tourism Route Development Marketing Plan	Implement 4 initiatives to support air access through the Tourism Route Development Marketing Plan	Implement 1 initiative to support air access through the Tourism Route Development Marketing Plan	Implement 1 initiative to support air access through the Tourism Route Development Marketing Plan	Implement 1 initiative to support air access through the Tourism Route Development Marketing Plan	Implement 1 initiative to support air access through the Tourism Route Development Marketing Plan

Budget

PROJECTED REVENUE FOR 2026/27 MEDIUM TERM EXPENDITURE FRAMEWORK

REVENUE	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
(R'000)	AUDITED	AUDITED	AUDITED	APPROVED	ESTIMATE	ESTIMATE	ESTIMATE
Department of Tourism allocation	1 329 206	1 289 739	1 243 555	1 300 207	1 283 536	1 385 946	1436 596
Tourism Marketing Levy South Africa (TOMSA) levies	115 440	133 544	-	-	-	-	-
Africa's Travel Indaba, Meetings Africa and other exhibitions	97 467	124 613	113 136	118 793	124 732	130 969	137 518
Grading fees	25 056	15 233	25 580	14 467	15 190	15 950	16 747
Sundry revenue	17 606	13 465	52 936	31 316	31 629	33 211	34 871
TOTAL	1 584 775	1 576 594	1 435 207	1 464 783	1 455 088	1 667 587	1 625 732

PROJECTED EXPENDITURE FOR 2026/27 MEDIUM TERM EXPENDITURE FRAMEWORK

PROGRAMME		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		AUDITED	AUDITED	AUDITED	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
1	Corporate Support	182 774	182 398	188 849	203 595	202 247	217 674	225 966
2	Business Enablement	78 452	71 729	74 498	90 232	89 635	96 472	100 147
3	Leisure Tourism Marketing	832 445	805 794	792 168	786 999	781 790	841 422	873 474
4	Business Events	327 291	227 193	238 745	300 957	298 965	321 769	334 026
5	Tourist Experience	74 506	92 448	95 077	83 000	82 451	88 740	92 120
TOTAL		1 595 426	1 495 468	1 389 337	1 464 783	1 455 088	1 566 076	1 625 732

Thank You.