

# SOUTH AFRICAN TOURISM

## Presentation to Portfolio Committee on Tourism

FY2025/26 QUARTER 2

ORGANISATIONAL PERFORMANCE REPORT

17 February 2026



SOUTH AFRICAN TOURISM

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# Tourism Sector Performance

## International Tourism:

- International tourist arrivals for the period, January - August 2025, increased by **15.8%**, reaching **6.8 million** arrivals.
- Foreign direct spend increased by **9.3%** in Quarter 2 of 2025, totalling **R21.7 billion**.
- Tourist arrivals also saw a **19.5%** growth, reaching **2.4 million** in Quarter 2 of 2025 .
- Performance by priority growth markets:
  - Brazil increased to 22% in Quarter 2 of 2025, totalling 105 141 arrivals
  - India decreased to -20% in Quarter 2 of 2025, totalling 20 539 arrivals
  - China decreased to -5.7% in Quarter 2 of 2025, totalling 9 145 arrivals

## Domestic Tourism:

- **Overnight trips** increased by **30.7%** to **12.1 million** in Quarter 2 of 2025 , with a marginal decrease in spend to **R28 billion**.
- **Day trips** showed a positive growth of **7.5%** , increasing to **29.9 million** trips in the same period.

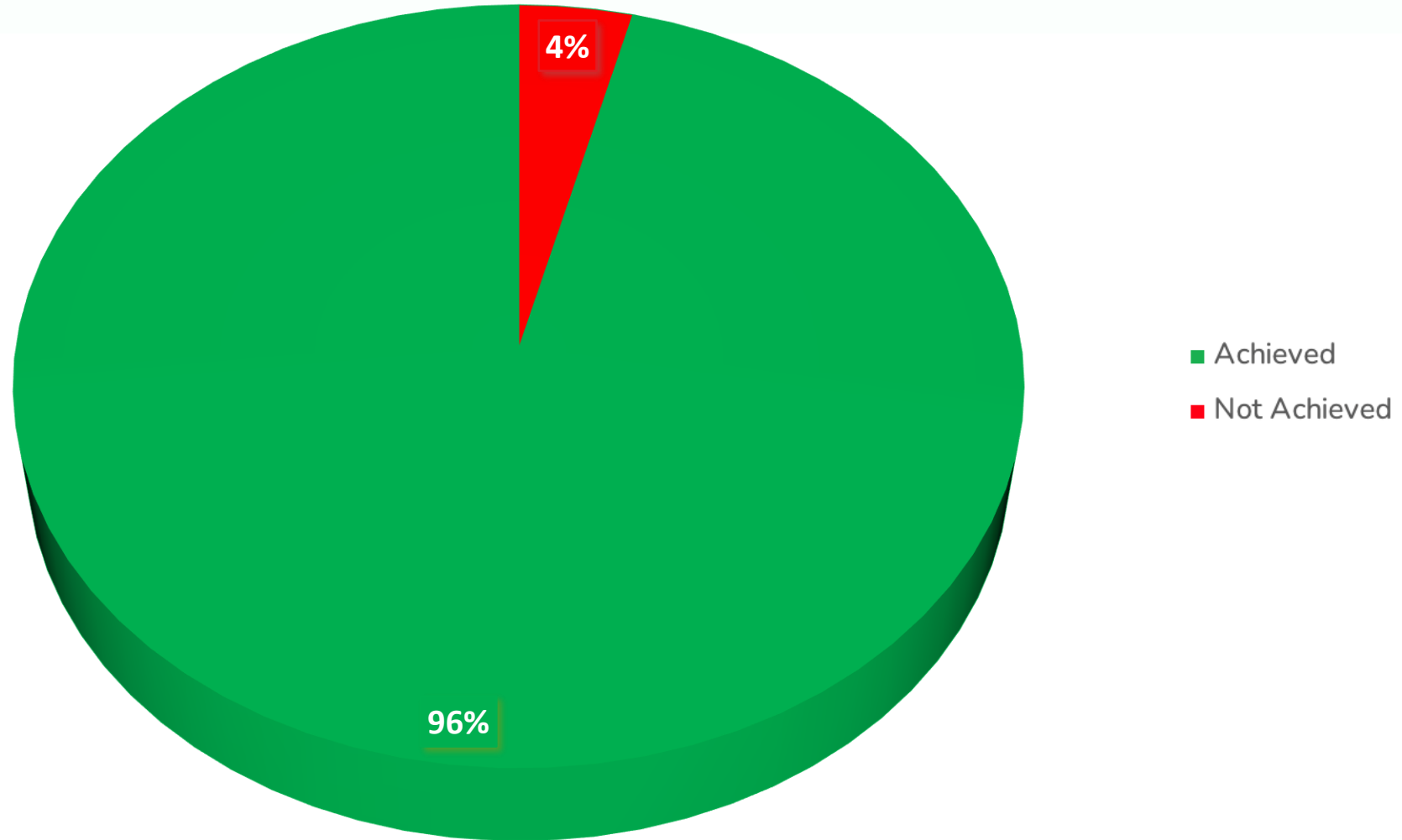
# Organisational Performance Overview

## FY25/26: Quarter 2

Programme	Total Number of Planned Targets for Quarter 1	Achieved	Not Achieved: Significant Work Done	Not Achieved: Intervention Required
Corporate Support	8	100%	0%	0%
Business Enablement	9	89% (8 of the 9 planned targets were achieved)	0%	11% (1 of the 9 planned targets was not achieved)
Leisure Tourism Marketing	16	94% (15 of the planned 16 targets were achieved)	0%	6% (1 of the 16 planned targets was not achieved)
Business Events	8	100%	0%	0%
Tourist Experience	4	100%	0%	0%
<b>Total</b>	<b>45</b>	<b>96%</b> (43 of the 45 planned targets were achieved)	0%	<b>4%</b> (2 of the 45 planned targets were not achieved)

# Organisational Performance Overview

## FY25/26: Quarter 2



# Programme 1: Corporate Support

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Enhanced internal control environment and mitigation of audit findings	Percentage of valid internal and external audit recommendations implemented	Implement 100% of valid audit recommendations	Implement 40% of valid internal and external audit recommendations	<b>Target exceeded:</b> Implemented 61% of valid internal and external audit recommendations <b>Reason/s for Deviation:</b> Additional effort by management to close audit findings <b>Corrective Measure/s:</b> n/a
Operation Clean Audit implemented towards an improved audit outcome and sound governance	Annual Operation Clean Audit Programme implemented	Implement the FY25/26 Operation Clean Audit Programme	Implement the Operation Clean Audit Programme	<b>Target achieved:</b> Implemented the Operation Clean Audit Programme
Strengthened compliance, integrity and ethical conduct in procurement (as per PFMA Section 57)	Number of initiatives that promote compliance, integrity and ethical conduct in the procurement of goods and services implemented	Implement 8 initiatives that promote compliance, integrity and ethical conduct in the procurement of goods and services	Conduct organisation-wide training on ethics in the public service	<b>Target achieved:</b> Conducted organisation-wide training on ethics in the public service
Improved staff engagement and morale	Staff Engagement Survey Two-Year Improvement Plan implemented	Implement the annual deliverables of the Staff Engagement Survey Two-Year Improvement Plan	Publish 3 Human Capital newsletters	<b>Target achieved:</b> Published 3 Human Capital newsletters
			Implement the Peer Recognition Programme	<b>Target achieved:</b> Implemented the Peer Recognition Programme
			Implement 1 employee wellness activity	<b>Target exceeded:</b> Implemented 3 employee wellness activities <b>Reason/s for Deviation:</b> Additional activities implemented due to the internal environment <b>Corrective Measure/s:</b> n/a

# Programme 1: Corporate Support

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Organisational design enabling optimal functioning of the entity	Reviewed organisational design implemented	Implement the reviewed organisational structure	Review the organisational structure to capacitate the entity	<b>Target achieved:</b> Reviewed the organisational structure to capacitate the entity
Track productivity to enable a high performance culture	Productivity Matrix established	Establish the baseline for the Productivity Matrix	Establish the baseline for the Productivity Matrix to assess levels of productivity	<b>Target achieved:</b> Established the baseline for the Productivity Matrix to assess levels of productivity

# Programme 2: Business Enablement

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Tourism information tracking to monitor arrivals, spend, and brand performance	Number of tourism information tracking surveys conducted	Conduct 3 tourism information tracking surveys	Produce the Departure Survey Fieldwork Report	<b>Target achieved:</b> Produced the Departure Survey Fieldwork Report
			Produce the Domestic Tourism Survey Fieldwork Report	<b>Target achieved:</b> Produced the Domestic Tourism Survey Fieldwork Report
			Produce the Business Events Brand Equity Survey Fieldwork Report	<b>Target achieved:</b> Produced the Business Events Brand Equity Survey Fieldwork Report
Assessment of tourist perceptions of South Africa as a destination	Sentiment Index established	Establish the Sentiment Index baseline	Develop the calculation model for the Sentiment Index	<b>Target achieved:</b> Developed the calculation model for the Sentiment Index
Enhanced public and private sector collaboration on tourism	Number of stakeholder engagement activities implemented	Implement 16 stakeholder engagement activities	Convene strategic dialogue with tourism sector role-players	<b>Target achieved:</b> Convened strategic dialogue with tourism sector role-players
			Implement the MOU with the Tourism Business Council of South Africa	<b>Target achieved:</b> Implemented the MOU with the Tourism Business Council of South Africa
			Conduct CEOs Forum with Provincial Tourism Authorities	<b>Target achieved:</b> Conducted CEOs Forum with Provincial Tourism Authorities
			Participate in engagements with Department of Tourism	<b>Target achieved:</b> Participated in engagements with Department of Tourism

# Programme 2: Business Enablement

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Enhanced visitor experience through digital platforms	Number of digital platforms implemented	Implement one digital platform	Develop Phase 1 of the traveller application digital platform	<p><b>Target not achieved:</b> Phase 1 of the traveller application digital platform was not developed</p> <p><b>Reason/s for Deviation:</b> The business unit focused on developing detailed end user business requirement specifications instead of the development of phase 1 of the traveller application digital platform, thus delaying achievement of the planned target.</p> <p><b>Corrective Measure/s:</b> Consequence management has been effected for the responsible manager. In addition, a catch up plan has been implemented to ensure achievement of areas of under-performance reported in Quarters 1 and 2. Achievement of these targets is confirmed for Quarter 3.</p>

# Programme 3: Leisure Tourism Marketing

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Global Tourism Brand Campaign to create demand for South Africa as a premier tourist destination	Global Tourism Brand Campaign implemented	Implement the FY25/26 Global Tourism Brand Campaign Execution Plan	Implement the FY25/26 Global Tourism Brand Campaign Execution Plan	<b>Target achieved:</b> Implemented the FY25/26 Global Tourism Brand Campaign Execution Plan
Integrated digital marketing to increase brand visibility for destination South Africa	Integrated Digital Marketing Strategy implemented	Implement the FY25/26 Integrated Digital Marketing Strategy	Consolidate the entity's social media platforms	<b>Target achieved:</b> Consolidated the entity's social media platforms
Destination South Africa profiled through strategic events	Number of communication activities to profile destination South Africa through strategic events implemented	Implement 4 communication activities to profile destination South Africa through strategic events	Implement 1 communication activity to profile destination South Africa during Tourism Month	<b>Target exceeded:</b> Implemented 3 communication activities to profile destination South Africa during Tourism Month  <b>Reason/s for Deviation:</b> Opportunities leveraged from other communication events  <b>Corrective Measure/s:</b> n/a
Global public relations and communications to strengthen the destination brand	Number of global public relations and communications activities to strengthen the destination brand implemented	Implement 36 global public relations and communications activities to strengthen the destination brand	Implement 9 global public relations and communications activities to strengthen the destination brand	<b>Target exceeded:</b> Implemented 16 global public relations and communications activities to strengthen the destination brand  <b>Reason/s for Deviation:</b> Opportunities leveraged arising from partnerships with the tourism industry  <b>Corrective Measure/s:</b> n/a

# Programme 3: Leisure Tourism Marketing

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Leisure tourism campaigns to increase demand in South Africa	Number of domestic leisure tourism campaigns executed	Execute 3 domestic leisure tourism campaigns	Execute the Travel Week Campaign	<b>Target achieved:</b> Executed the Travel Week Campaign
Brand affinity to increase conversion in South Africa	Number of distribution channel initiatives in the domestic market implemented	Implement 16 distribution channel initiatives in the domestic market	Implement 4 distribution channel initiatives in the domestic market	<b>Target exceeded:</b> Implemented 7 distribution channel initiatives in the domestic market  <b>Reason/s for Deviation:</b> Collaboration with provinces, trade partners and non-travel partners  <b>Corrective Measure/s :</b> n/a
Localised marketing campaigns to increase demand in the Africa region	Number of localised marketing campaigns in the Africa region executed	Execute 4 localised marketing campaigns in the Africa region	Execute 2 localised marketing campaigns in the Africa region	<b>Target achieved:</b> Executed 2 localised marketing campaigns in the Africa region
Brand affinity to increase conversion in the Africa region	Number of distribution channel initiatives in the Africa region implemented	Implement 26 distribution channel initiatives in the Africa region	Implement 8 distribution channel initiatives in the Africa region	<b>Target exceeded:</b> Implemented 9 distribution channel initiatives in the Africa region  <b>Reason/s for Deviation:</b> Leveraged different platforms and sector opportunities  <b>Corrective Measure/s:</b> n/a

# Programme 3: Leisure Tourism Marketing

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Localised marketing campaigns to increase demand in the Europe region	Number of localised marketing campaigns in the Europe region executed	Execute 4 localised marketing campaigns in the Europe region	Execute the localised marketing campaigns in the Europe region	<b>Target achieved:</b> Executed the localised marketing campaigns in the Europe region
Brand affinity to increase conversion in the Europe region	Number of distribution channel initiatives in the Europe region implemented	Implement 36 distribution channel initiatives in the Europe region	Implement 10 distribution channel initiatives in the Europe region	<b>Target exceeded:</b> Implemented 23 distribution channel initiatives in the Europe region  <b>Reason/s for Deviation:</b> Leveraged sector opportunities  <b>Corrective Measure/s:</b> n/a
Localised marketing campaigns to increase demand in the Americas region	Number of localised marketing campaigns in the Americas region executed	Execute 2 localised marketing campaigns in the Americas region	Execute the localised marketing campaigns in the Americas region	<b>Target achieved:</b> Executed the localised marketing campaigns in the Americas region
Brand affinity to increase conversion in the Americas region	Number of distribution channel initiatives in the Americas region implemented	Implement 12 distribution channel initiatives in the Americas region	Implement 3 distribution channel initiatives in the Americas region	<b>Target exceeded:</b> Implemented 10 distribution channel initiatives in the Americas region  <b>Reason/s for Deviation:</b> Leveraged sector opportunities  <b>Corrective Measure/s:</b> n/a

# Programme 3: Leisure Tourism Marketing

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Localised marketing campaigns to increase demand in the Asia Australasia region	Number of localised marketing campaigns in the Asia Australasia region executed	Execute 4 localised marketing campaigns in the Asia Australasia region	Execute the localised marketing campaigns in the Asia Australasia region	<p><b>Target not achieved:</b> Executed the localised marketing campaigns in the Asia Australasia region for Japan, China and Australasia. The campaign in India was not executed</p> <p><b>Reason/s for Deviation:</b> Delays in finalising procurement processes.</p> <p><b>Corrective Measure/s:</b> Procurement processes were finalised at the beginning of Quarter 3, thus the execution of the campaign has continued as planned.</p>
Brand affinity to increase conversion in the Asia Australasia region	Number of distribution channel initiatives in the Asia Australasia region implemented	Implement 16 distribution channel initiatives in the Asia Australasia region	Implement 4 distribution channel initiatives in the Asia Australasia region	<p><b>Target exceeded:</b> Implemented 14 distribution channel initiatives in the Asia Australasia region</p> <p><b>Reason/s for Deviation:</b> Effective stakeholder engagement and collaboration</p> <p><b>Corrective Measure/s:</b> n/a</p>
Localised marketing campaigns to increase demand in the Embassy Support markets	Number of localised marketing campaigns in the Embassy Support markets executed	Execute 1 localised marketing campaign in the Embassy Support markets	Execute the annual localised marketing campaign implementation plan in the Embassy Support markets	<p><b>Target achieved:</b> Executed the annual localised marketing campaign implementation plan in the Embassy Support markets</p>
Brand affinity to increase conversion in the Embassy Support markets	Number of distribution channel initiatives in the Embassy Support markets implemented	Implement 16 distribution channel initiatives in the Embassy Support markets	Implement 4 distribution channel initiatives in the Embassy Support markets	<p><b>Target exceeded:</b> Implemented 8 distribution channel initiatives in the Embassy Support markets</p> <p><b>Reason/s for Deviation:</b> Collaboration with missions</p> <p><b>Corrective Measure/s:</b> n/a</p>

# Programme 4: Business Events

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Increased economic benefits and job creation through bidding and hosting of events	Meetings Africa hosted	Host Meetings Africa 2026	Develop the project plan with key performance indicators to measure the economic impact of Meetings Africa 2026	<b>Target achieved:</b> Developed the project plan with key performance indicators to measure the economic impact of Meetings Africa 2026
	Africa's Travel Indaba hosted	Host Africa's Travel Indaba 2025	Conduct the economic impact briefing for Africa's Travel Indaba 2025	<b>Target achieved:</b> Conducted the economic impact briefing for Africa's Travel Indaba 2025
	Number of bid submissions for the MICE industry supported	Support 105 bid submissions for the MICE industry	Support 40 bid submissions for the MICE industry	<b>Target achieved:</b> Supported 40 bid submissions for the MICE industry
	Number of business events hosted in VTSDs	Host 10 business events in VTSDs	Host 3 business events in VTSDs	<b>Target exceeded:</b> Hosted 5 business events in VTSDs <b>Reason/s for Deviation:</b> Industry collaboration <b>Corrective Measure/s:</b> n/a

# Programme 4: Business Events

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Enhanced sustainability (economic, environmental, social) of South African Tourism owned platforms	Business model for the growth and sustainability of South African Tourism owned strategic platforms implemented	Implement a business model for the growth and sustainability of South African Tourism owned strategic platforms	Develop the business model for the growth and sustainability of South African Tourism owned strategic platforms	<b>Target achieved:</b> Developed the business model for the growth and sustainability of South African Tourism owned strategic platforms
B2B Campaign to create demand for South Africa as a premier business events destination	Number of B2B brand campaigns to create demand for South Africa as a premier business events destination executed	Execute 1 domestic B2B brand campaign	Execute the domestic B2B brand campaign	<b>Target achieved:</b> Executed the domestic B2B brand campaign
		Execute 1 global B2B brand campaign	Execute the global B2B brand campaign	<b>Target exceeded:</b> Executed the global B2B brand campaign  <b>Reason/s for Deviation:</b> Stakeholder collaboration  <b>Corrective Measure/s:</b> n/a
MICE sector capacitated for future growth	Number of assessments to demonstrate the economic impact of bids awarded conducted	Conduct 2 assessments to demonstrate the economic impact of bids awarded	Conduct 1 assessment to demonstrate the economic impact of bids awarded	<b>Target achieved:</b> Conducted 1 assessment to demonstrate the economic impact of bids awarded

# Programme 5: Tourist Experience

Output	Output Indicator	FY2025/26 Annual Target	Quarter 2 Planned Performance July – Sept 2025	Quarter 2 Actual Performance July – Sept 2025
Enhanced visitor experience through quality assurance of tourism establishments	Number of graded establishments	4 500 graded establishments	2 250 graded establishments	<p><b>Target exceeded:</b> 4 567 graded establishments</p> <p><b>Reason/s for Deviation:</b> A high number of already active establishments were graded by the beginning of the fiscal which continued into the first half of the fiscal</p> <p><b>Corrective Measure/s:</b> n/a</p>
Product development and job creation through basic quality verification	Basic Quality Verification (BQV) Programme implemented	Complete the BQV Programme in Gauteng	Implement the BQV Programme in Gauteng	<p><b>Target achieved:</b> Implemented the BQV Programme in Gauteng</p>
Global trade equipped to better sell South Africa	Number of initiatives to equip global trade to better sell South Africa implemented	Implement 2 initiatives to equip global trade to better sell South Africa	Implement 1 initiative to equip global trade to better sell South Africa	<p><b>Target exceeded:</b> Implemented 2 initiatives to equip global trade to better sell South Africa</p> <p><b>Reason/s for Deviation:</b> Leveraged additional opportunities</p> <p><b>Corrective Measure/s:</b> n/a</p>
Promotion of increased air access for destination South Africa	Number of initiatives to support air access through the Tourism Route Development Marketing Plan implemented	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	<p><b>Target exceeded:</b> Implemented 3 initiatives to support air access through the Tourism Route Development Marketing Plan</p> <p><b>Reason/s for Deviation:</b> Leveraged additional opportunities</p> <p><b>Corrective Measure/s:</b> n/a</p>

# Financial Performance: Revenue

PROGRAMME	APP ANNUAL BUDGET R'000	INCOME FORECAST BY 30 SEPTEMBER 2025	REVENUE YTD ACTUAL R'000	% OF ACTUAL INCOME ON ANNUAL BUDGET	% OF ACTUAL INCOME ON ANNUAL BUDGET	REASONS FOR VARIANCE
Transfer from the Department of Tourism	1 300 207	962 153	962 153	100%	74%	The transfer from the Department of Tourism has been received.
Sundry Revenue	68 968	36 484	42 943	118%	62%	Sundry revenue which consists of exhibition income and interest received from banks, includes more than forecasted income from exhibition income.
Grading Revenue	14 467	7 234	7 250	100%	50%	Grading revenue for the period reflects a high number of already active establishments graded by the beginning of the fiscal year, which continued into the first half of the fiscal year.
TOMSA voluntary levies	140 221	-	-	0%	0%	
<b>TOTAL REVENUE</b>	<b>1 523 863</b>	<b>1 135 891</b>	<b>1 012 345</b>	<b>89%</b>	<b>66%</b>	

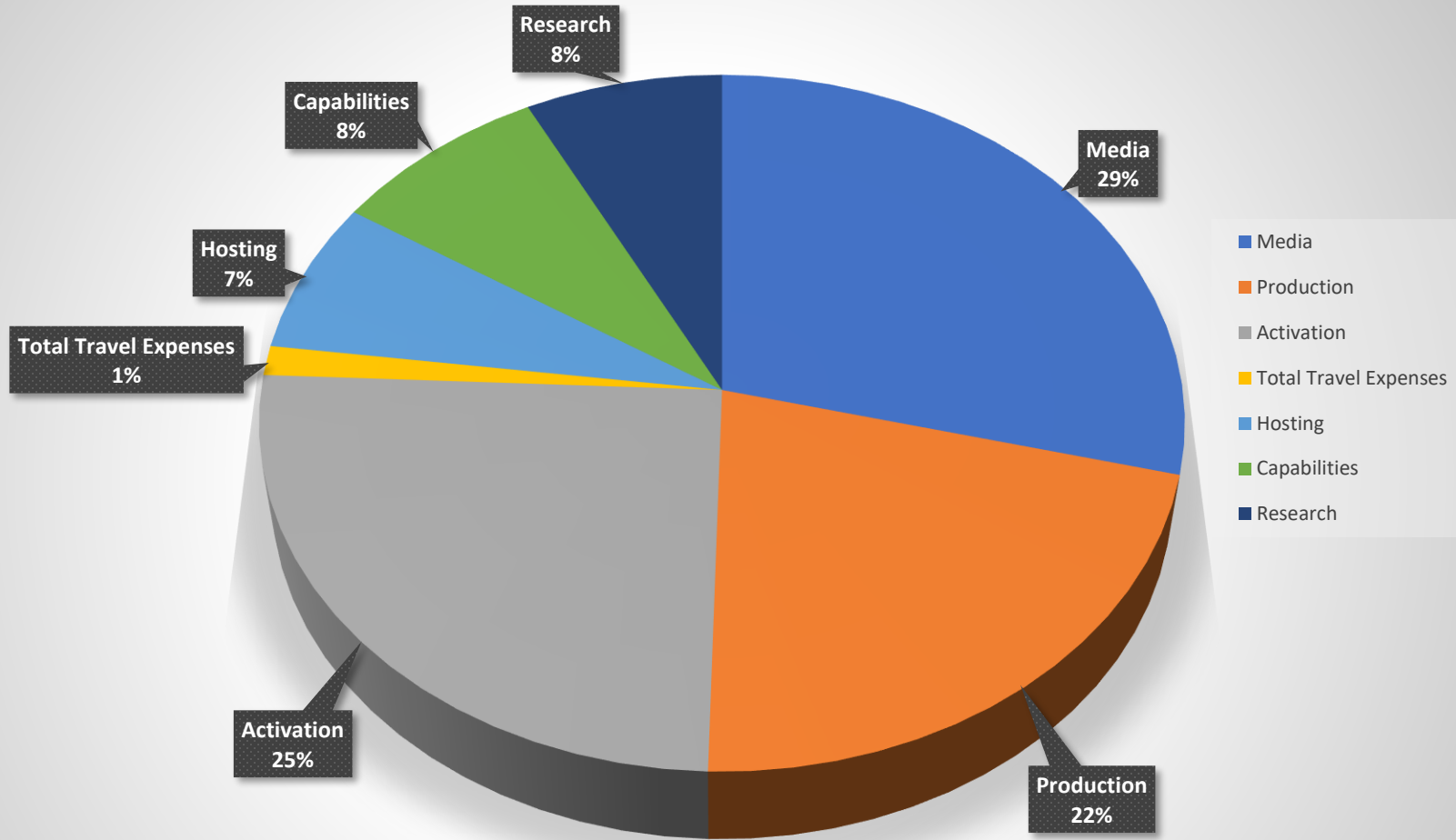
# Financial Performance: Expenditure by Programme

PROGRAMME	ANNUAL BUDGET R'000	EXPENDITURE FORECAST BY 30 SEPTEMBER 2025	EXPENDITURE YTD ACTUAL R'000	% OF ACTUAL EXPENDITURE ON FORECAST EXPENDITURE TO DATE	% EXPENDITURE ON ANNUAL BUDGET	REASONS FOR VARIANCE
Corporate Support	203 595	112 163	115 321	103%	57%	All planned targets in this programme were achieved, the variance in this programme includes depreciation and amortisation which was not budgeted for.
Business Enablement	90 232	46 675	42 562	91%	47%	In this quarter, spending was less than the budget due to the delayed implementation of the traveller application digital platform. The spending will be utilised in Quarter 3.
Leisure Tourism Marketing	846 079	440 612	413 735	94%	49%	Spending is lower in the second quarter owing to the delayed implementation of the localised marketing campaign in India. The campaign will be executed, and budget utilised, in Quarter 3.
Business Events	300 957	169 543	162 358	96%	54%	The programme achieved all planned targets in Quarter 2; therefore, the budget was utilised. The programme also included savings from the Arabian Travel Market where the stand size was reduced and there was no travel undertaken by staff to attend the exhibition.
Visitor Experience	83 000	49 922	47 876	96%	58%	During Quarter 2, the programme achieved all planned targets. Savings were achieved through leveraging existing trade opportunities.
<b>TOTAL</b>	<b>1 523 863</b>	<b>818 915</b>	<b>781 851</b>	<b>95%</b>	<b>51%</b>	-

# Financial Performance: Expenditure by Economic Classification

ECONOMIC CLASSIFICATION	ANNUAL BUDGET R'000	EXPENDITURE FORECAST BY 30 SEPTEMBER 2025	EXPENDITURE YTD ACTUAL R'000	% OF ACTUAL EXPENDITURE ON FORECAST EXPENDITURE TO DATE	% OF EXPENDITURE ON ANNUAL BUDGET	REASONS FOR VARIANCE
Compensation of employees	275 246	130 798	106 511	81%	39%	The variance is due to vacancies, which were only filled at the end of the quarter.
Goods and services	1 243 617	686 618	673 873	98%	54%	Goods and services were lower due to delayed expenditure in programmes 2 and 3 as outlined in the previous slide.
Capital Expenditure	5 000	1 500	1 467	98%	29%	-
<b>TOTAL EXPENSES</b>	<b>1 523 863</b>	<b>818 915</b>	<b>781 851</b>	<b>95%</b>	<b>51%</b>	-

# Financial Performance Analysis of Goods and Services



**Media:** ad-placements made on various media platforms

**Production:** costs utilised to produce media

**Activation:** experiential marketing costs

**Travel Expenses:** travel costs used for marketing purposes

**Hosting:** expenditure used in awareness of products

**Capabilities:** outsourced marketing expenditure

**Research:** marketing insights expenditure focused on data and research to guide strategic decisions

# Human Capital Management: Employment Equity

Gender	Male					Female					Foreign			
Occupational Level	African	Coloured	Indian	White	Subtotal	African	Coloured	Indian	White	Subtotal	Male	Female	Subtotal	Total
Top Management	1	0	0	1	2	2	0	0	0	2	0	0	0	4
Senior Management	4	0	0	1	5	9	1	1	0	11	0	0	0	16
Professionally Qualified	23	1	0	2	26	27	4	1	1	33	7	10	17	76
Skilled	7	1	1	1	10	28	3	2	2	35	4	9	13	58
Semi-Skilled	4	0	0	0	4	6	0	0	0	6	0	0	0	10
<b>Total Permanent</b>	<b>39</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>47</b>	<b>72</b>	<b>8</b>	<b>4</b>	<b>3</b>	<b>87</b>	<b>11</b>	<b>19</b>	<b>30</b>	<b>164</b>

# Board Meetings Quarter 2

Details of Board Meetings	4 July 2025	7 July 2025	15 July 2025	16 July 2025	17 July 2025	21 July 2025	28 July 2025	4 August 2025	14 August 2025	30 July 2025	4 August 2025	6 August 2025
	Minister's Meeting with Board	Special In-Committee Meeting	Portfolio Committee of Tourism Meeting	CAE Interview	Select Committee Meeting	G20 Meetings				Ordinary Meeting/ Special ARCO continuation	CAE Interview	CAE Interview
Professor G. Davids	x	-	x	-	x	-	-	-	-	x	-	-
Maija de Rijk -Uys	-	x	-	x	-	-	-	-	-	x	x	x
Lawson Naidoo	x	-	-	-	-	-	-	-	-	x	-	-
Jonathan Gadiah	-	-	-	-	-	-	-	-	-	-	-	-
Ayanda Mazibuko	-	-	-	-	-	-	-	-	-	x	-	-
Rachel Nxele	x	x	-	x	-	-	-	x	x	x	x	x
Judi Nwokedi	x	x	-	-	-	x	x	x	x	x	-	-
Miller Matola	-	-	-	-	-	-	-	-	-	x	-	-
Tumelo Selikane	-	-	-	-	-	-	-	-	-	x	-	-
Ikaneng Pilane	x	-	-	-	-	-	-	-	-	x	-	-
Uveshnee Pillay	-	-	-	-	-	-	-	-	-	-	-	-

Ordinary meeting is as per annual calendar of meetings. Special meeting is as per requirement.

# Board Meetings Quarter 2

Details of Board Meetings	3 September 2025	8 September 2025	17 September 2025	18 September 2025	19 September 2025	23 September 2025
	Board Induction	Special Meeting	TBCSA Leadership Conference			Board Strategic Risk Register Workshop
Dr. Mzamo Masito	x	x	-	-	-	x
Kholeka Zama	x	x	-	-	-	x
Dr. Shakir Jeeva	x	x	-	-	-	x
Khomotso Brian Mosehla	x	x	-	-	-	-
Siobhan Leyden	x	x	x	x	-	x
Dr. Shamilla Chettiar	x	x	x	x	x	-

Ordinary meeting is as per annual calendar of meetings. Special meeting is as per requirement.

# Committee Meetings Quarter 2

Marketing and Commercial Committee	TGCSA Awards Committee	Human Capital and Remuneration Committee	Human Capital, Remuneration, Social and Ethics Committee		Audit and Risk Committee	
10 July 2025	11 July 2025	14 July 2025	3 September 2025	22 September 2025	21 July 2025	29 July 2025
Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Special Meeting	In-Committee Meeting	Ordinary Meeting	Special Meeting
Maija de Rijk –Uys Ayanda Mazibuko Ikaneng Pilane Tumelo Selikane	Ayanda Mazibuko Miller Matola Tumelo Selikane Ikaneng Pilane	Maija de Rijk –Uys Lawson Naidoo Judi Nwokedi Rachel Nxele	Dr. Mzamo Masito Khomotso Brian Mosehla Siobhan Leyden Dr. Shamilla Chettiar	Dr. Mzamo Masito Khomotso Brian Mosehla Siobhan Leyden	Lawson Naidoo Rachel Nxele Miller Matola	Lawson Naidoo Rachel Nxele Miller Matola

# Board Remuneration Quarter 2

Name	Remuneration	Travel & Accommodation	Car Hire / Transfers	Total
Professor Gregory Davids	53 352	0	0	53 352
Maija de Rijk -Uys	59 356	0	0	59 356
Lawson Naidoo	21 584	0	0	21 584
Jonathan Gadiah	0	0	0	0
Ayanda Mazibuko	0	0	0	0
Rachel Nxele	29 678	0	0	29 678
Judi Nwokedi	40 470	0	0	40 470
Miller Matola	18 886	0	0	18 886
Tumelo Selikane	16 188	0	0	16 188
Ikaneng Pilane	10 792	0	0	10 792
Uveshnee Pillay (Departmental representative)	0	0	0	0
<b>Total</b>	<b>250 306</b>	<b>0</b>	<b>0</b>	<b>250 306</b>

\* Mr Ayanda Mazibuko has requested not to be paid Board fees.

# Board Remuneration Quarter 2

Name	Remuneration	Travel & Accommodation	Car Hire / Transfers	Total
Dr. Mzamo Masito*	22 230	0	0	22 230
Kholeka Zama	11 676	0	0	11 676
Dr. Shakir Jeeva	8 094	0	0	8 094
Khomotso Brian Mosehla	10 792	0	0	10 792
Siobhan Leyden	18 886	0	0	18 886
Dr. Shamilla Chettiar (Departmental representative)	0	0	0	0
<b>Total</b>	<b>71 678</b>	<b>0</b>	<b>0</b>	<b>71 678</b>

\* Dr Mzamo Masito has requested that his Board fees be transferred to the registered Non-Profit Organisation

Abbreviation / Acronym	Explanation
AGSA	Auditor General of South Africa
APP	Annual Performance Plan
ARCO	Audit and Risk Committee
ATI	Africa's Travel Indaba
B2C	Business to Consumer
BONDay	Business Opportunities and Networking Day
BQV	Basic Quality Verification
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CNBC	Consumer News and Business Channel
CPD	Continuing Professional Development
DG	Director-General
ExCo	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GRAP	Generally Recognised Accounting Practices
HC	Human Capital
HCREMCO	Human Capital and Rewards Committee
IMEX	Exhibition for International Meetings and Events
MARCOM	Marketing and Commercial Committee
MICE	Meetings, Incentives, Conferences & Trade Exhibitions

Abbreviation / Acronym	Explanation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
OPCA	Operation Clean Audit
PFMA	Public Finance Management Act
PTA	Provincial Tourism Authority
SAIAE	South African Institute of Agricultural Engineers
SANCB	South African National Convention Bureau
SA Tourism	South African Tourism
SAT	South African Tourism
SCM	Supply Chain Management
SMME	Small, Medium and Micro Enterprise/s
TBCSA	Tourism Business Council of South Africa
TGCSA	Tourism Grading Council of South Africa
TGCSA / Awards Com	Tourism Grading Council of South Africa / Awards Committee
TOMSA	Tourism Levy South Africa
VTSD	Villages, Townships and Small Dorpies
WTTC	World Travel and Tourism Council
YTD	Year to Date



**Thank you.**