

## Presentation to Portfolio Committee on Tourism

FY2025/26 QUARTER 3

ORGANISATIONAL PERFORMANCE REPORT

17 February 2026



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# Tourism Sector Performance

## International Tourism:

- **International arrivals** reached **10.5 million** between January and December 2025, representing a **+17.7% increase** from 8.9 million in 2024.
- **Foreign spend** contribution between January and October 2025 was **R82.5 billion rand**, with full 2025 spend contribution expected to be higher than 2024. Growth in 2025 signals a shift from recovery to expansion, indicating stronger and more sustainable international demand.

## Domestic Tourism:

- **Domestic overnight** trips reached **38.9 million** between January and November 2025, remaining close to the 2024 peak of 40.2 million, indicating stable and sustained travel demand.
- **Domestic tourism spend** contribution at **R96.9 billion** between January and November 2025, maintains a strong economic contribution. Travel volumes and spending confirms continued strength in domestic tourism participation and value.

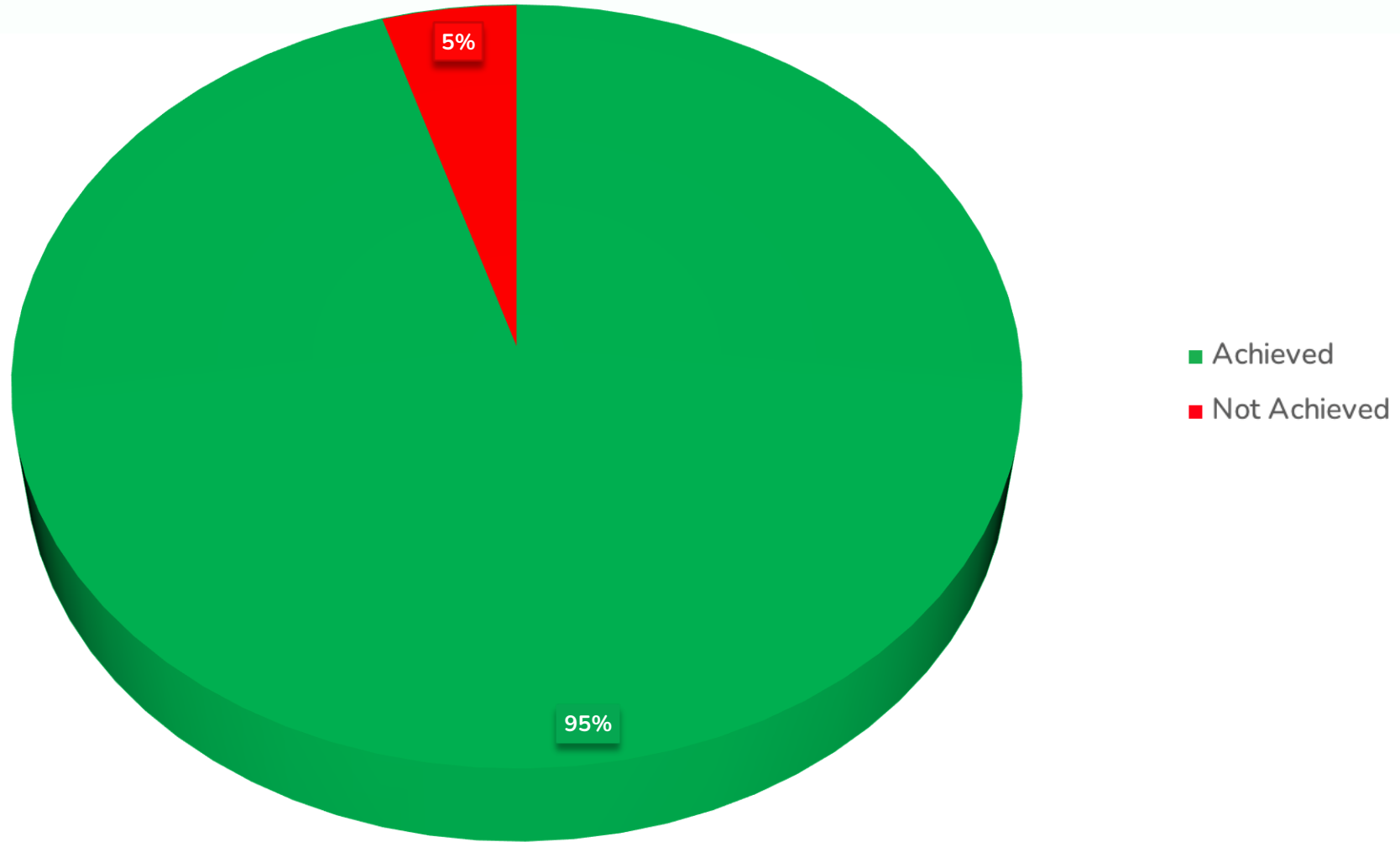
# Organisational Performance Overview

## FY25/26: Quarter 3

Programme	Total Number of Planned Targets for Quarter 3	Achieved	Not Achieved: Significant Work Done	Not Achieved: Intervention Required
Corporate Support	7	86% (6 of the 7 planned targets were achieved)	0%	14% (1 of the 7 planned targets was not achieved)
Business Enablement	8	100%	0%	0%
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	3	100%	0%	0%
<b>Total</b>	<b>42</b>	<b>95%</b> (40 of the 42 planned targets were achieved)	0%	<b>5%</b> (2 of the 42 planned targets were not achieved)

# Organisational Performance Overview

## FY25/26: Quarter 3



# Programme 1: Corporate Support

Output	Output Indicator	FY2025/26 Annual Target	Quarter 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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 60% of valid internal and external audit recommendations	<b>Target exceeded:</b> Implemented 72% 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 capacity building for procurement committees	<b>Target achieved:</b> Conducted capacity building for procurement committees
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 5 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 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 2025
Organisational design enabling optimal functioning of the entity	Reviewed organisational design implemented	Implement the reviewed organisational structure	Implement the reviewed organisational structure to capacitate the entity	<p><b>Target not achieved:</b> Reviewed organisational structure to capacitate the entity was not implemented</p> <p><b>Reason/s for Deviation:</b> While a structural optimisation process was initially considered appropriate, diagnostic findings confirmed the need for a comprehensive organisational re-design in order to address systemic inefficiencies and align SA Tourism’s operating model with the corporate strategy.</p> <p><b>Corrective Measure/s:</b> Appoint a service provider to undertake a holistic organisational redesign process.</p>

# Programme 2: Business Enablement

Output	Output Indicator	FY2025/26 Annual Target	Quarter 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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
Assessment of tourist perceptions of South Africa as a destination	Sentiment Index established	Establish the Sentiment Index baseline	Investigate the measurement of the Sentiment Index score by product type	<b>Target achieved:</b> Investigated the measurement of the Sentiment Index score by product type
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
Enhanced visitor experience through digital platforms	Number of digital platforms implemented	Implement one digital platform	Go-live of Phase 1 of the traveller application digital platform	<b>Target achieved:</b> Phase 1 of the traveller application digital platform went live

# Programme 3: Leisure Tourism Marketing

Output	Output Indicator	FY2025/26 Annual Target	Quarter 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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	Deploy unified brand messaging across the entity's social media platforms	<b>Target achieved:</b> Deployed unified brand messaging across 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 at the G20 Summit	<b>Target exceeded:</b> Implemented 2 communication activities to profile destination South Africa at the G20 Summit  <b>Reason/s for Deviation:</b> Opportunities leveraged  <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> Leveraging sector insights to drive coverage and publicity  <b>Corrective Measure/s:</b> n/a

# Programme 3: Leisure Tourism Marketing

Output	Output Indicator	FY2025/26 Annual Target	Quarter 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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 Summer Campaign	<b>Target achieved:</b> Executed the the Summer 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 9 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 13 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 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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 8 distribution channel initiatives in the Europe region	<b>Target exceeded:</b> Implemented 37 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 13 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 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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 India, Australia and China. Execution did not proceed as planned in Japan.</p> <p><b>Reason/s for Deviation:</b> Global media buy agency's contract expired</p> <p><b>Corrective Measure/s:</b> A procurement process was initiated to assist with campaign execution in Quarter 4.</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 7 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 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 2025
Increased economic benefits and job creation through bidding and hosting of events	Meetings Africa hosted	Host Meetings Africa 2026	Monitor key performance indicators to measure the economic impact of Meetings Africa 2026	<b>Target achieved:</b> Monitored key performance indicators to measure the economic impact of Meetings Africa 2026
	Africa's Travel Indaba hosted	Host Africa's Travel Indaba 2025	Develop the project plan with key performance indicators to measure the economic impact of Africa's Travel Indaba 2026	<b>Target achieved:</b> Developed the project plan with key performance indicators to measure the economic impact of Africa's Travel Indaba 2026
	Number of bid submissions for the MICE industry supported	Support 105 bid submissions for the MICE industry	Support 13 bid submissions for the MICE industry	<b>Target exceeded:</b> Supported 14 bid submissions for the MICE industry <b>Reason/s for Deviation:</b> Intensified, targeted sales activities <b>Corrective Measure/s:</b> n/a
	Number of business events hosted in VTSDs	Host 10 business events in VTSDs	Host 2 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 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 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	Pilot the business model for the growth and sustainability of South African Tourism owned strategic platforms	<b>Target achieved:</b> Piloted the business model for the growth and sustainability of South African Tourism owned strategic platforms
Promotion of South African tourism products at global platforms	Number of South African tourism products promoted at global market access platforms	180 South African tourism products promoted at global market access platforms	90 South African tourism products promoted at global market access platforms	<b>Target exceeded:</b> 92 South African tourism products promoted at global market access platforms  <b>Reason/s for Deviation:</b> Leveraged association relationships and identified unconventional approaches to project management  <b>Corrective Measure/s:</b> n/a
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 achieved:</b> Executed the global B2B brand campaign

# Programme 5: Tourist Experience

Output	Output Indicator	FY2025/26 Annual Target	Quarter 3 Planned Performance October – December 2025	Quarter 3 Actual Performance October – December 2025
Enhanced visitor experience through quality assurance of tourism establishments	Number of graded establishments	4 500 graded establishments	3 375 graded establishments	<p><b>Target exceeded:</b> 4 552 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>
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 31 DECEMBER 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	1 196 191	1 196 191	100%	92%	All transfers from the Department of Tourism have been received in Quarter 3.
Sundry Revenue	68 968	60 726	55 035	91%	80%	Forecasted revenue is below target in Quarter 3 with lower exhibition income from exhibition platforms, and lower than anticipated interest income.
Grading Revenue	14 467	10 850	10 855	100%	75%	Grading revenue received in Quarter 3 is in line with the revenue forecasted for the period
<b>TOTAL REVENUE</b>	<b>1 383 642</b>	<b>1 267 767</b>	<b>1 262 081</b>	<b>100%</b>	<b>91%</b>	

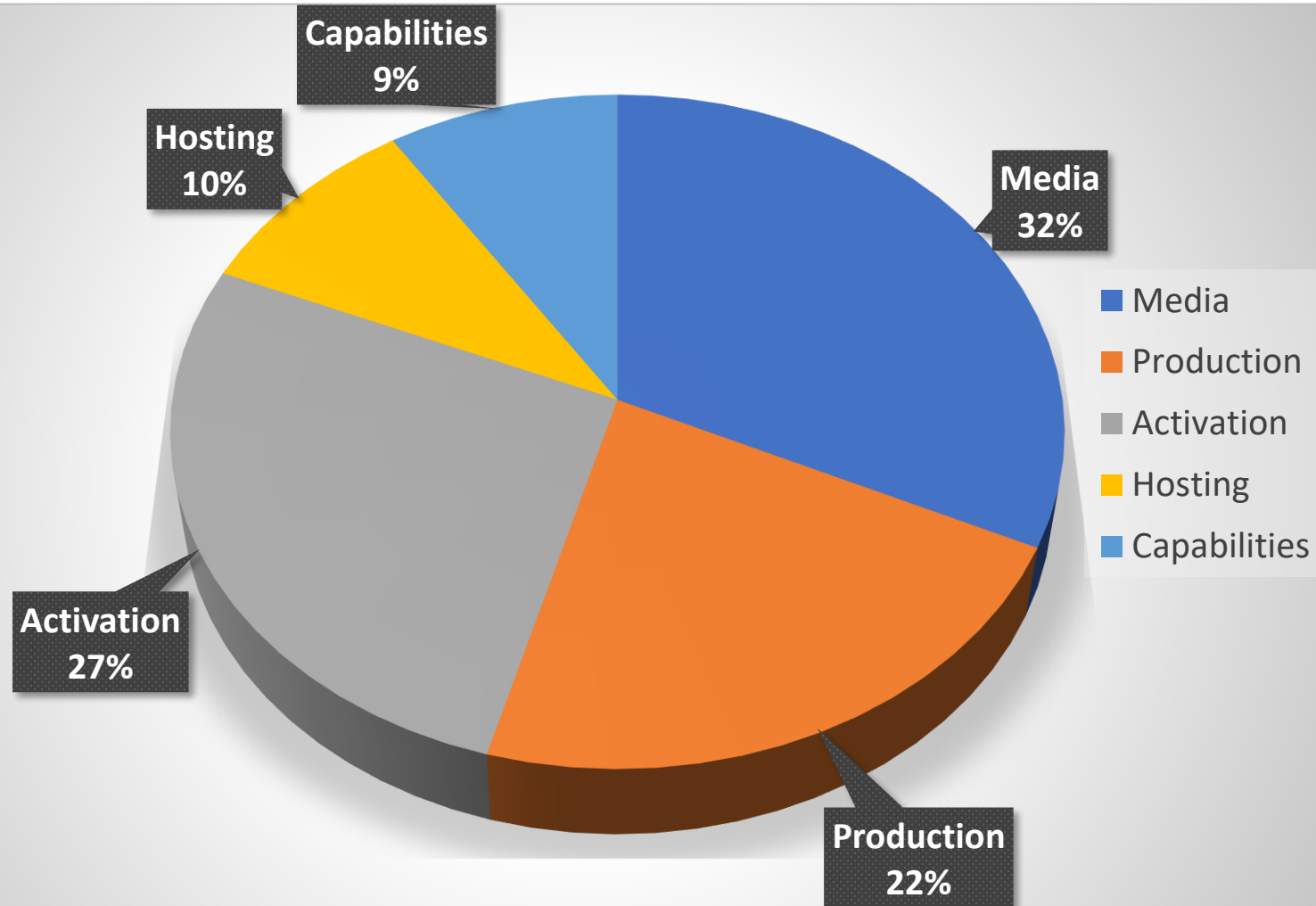
# Financial Performance: Expenditure by Programme

PROGRAMME	ANNUAL BUDGET R'000	EXPENDITURE FORECAST BY 31 DECEMBER 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	154 010	152 150	99%	75%	All planned targets in this programme were achieved; the variance includes depreciation and amortisation, which were not budgeted for.
Business Enablement	90 232	70 947	69 035	97%	77%	During Quarter 3, the programme has achieved all planned targets.
Leisure Tourism Marketing	846 079	694 250	607 097	87%	72%	Spending is lower during the quarter due to the delayed implementation of the localised marketing campaign in Asia Australasia.
Business Events	300 957	265 249	237 020	89%	79%	All planned targets were achieved, and the budget utilised in Quarter 3. The programme also included savings for the Arabian Travel Market, with the reduction of the stand size and staff not travelling for the exhibition.
Visitor Experience	83 000	69 143	53 550	77%	65%	During Quarter 3, the programme has achieved all planned targets. Savings were achieved through leveraging existing trade opportunities.
<b>TOTAL</b>	<b>1 523 863</b>	<b>1 253 599</b>	<b>1 118 852</b>	<b>89%</b>	<b>73%</b>	

# Financial Performance: Expenditure by Economic Classification

ECONOMIC CLASSIFICATION	ANNUAL BUDGET R'000	EXPENDITURE FORECAST BY 31 DECEMBER 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	265 329	194 641	161 370	83%	61%	The variance is due to vacancies that were only filled at the end of the quarter.
Goods and Services	1 253 534	1 054 958	953 415	90%	76%	Goods and services in the period are generally lower due to delayed spending in Programme 3.
Capital Expenditure	5 000	4 000	4 067	102%	81%	-
<b>TOTAL EXPENSES</b>	<b>1 523 863</b>	<b>1 253 599</b>	<b>1 118 852</b>	<b>89%</b>	<b>73%</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

**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	1	0	0	3	0	0	0	5
Senior Management	4	0	0	1	5	8	1	1	0	10	0	0	0	15
Professionally Qualified	24	1	0	2	27	27	4	1	1	33	7	10	17	77
Skilled	7	1	1	1	10	29	3	2	2	36	4	9	13	59
Semi-Skilled	4	0	0	0	4	6	0	0	0	6	0	0	0	10
<b>Total Permanent</b>	<b>40</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>48</b>	<b>72</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>88</b>	<b>11</b>	<b>19</b>	<b>30</b>	<b>166</b>

# Board Meetings Quarter 3

Details of Board Meetings	1 October 2025	2 October 2025	29 October 2025	29 October 2025	4 November 2025	18 November 2025	9 December 2025	9 December 2025
	Board Strategic Lekgotla		Portfolio Committee Meeting Special Contracts	Ordinary Meeting	Portfolio Committee Meeting Findings	Portfolio Committee Meeting Domestic Tourism	Tri-Ministerial Meeting	TBCSA & SA Tourism Meeting
Dr. Mzamo Masito	x	x	x	x		x	x	x
Kholeka Zama	x	x		x			x	x
Dr. Shakir Jeeva	x	x		x			x	
Khomotso Brian Mosehla	x	-		x	x		x	
Siobhan Leyden	x	x		x			x	
Dr. Shamilla Chettiar	x	x		x			x	

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

# Committee Meetings Quarter 3

Marketing, Commercial & TGCSA Awards Committee		Human Capital, Remuneration, Social and Ethics Committee				
6 October 2025	10 October 2025	3 October 2025	13 October 2025	15 October 2025	22 October 2025	1 December 2025
Special Meeting	Ordinary Meeting	Special Meeting	Special Meeting	CEO DC Preparatory Meeting	Ordinary Meeting	Special In-Committee Meeting
Dr. Mzamo Masito Dr. Shakir Jeeva	Dr. Mzamo Masito Dr. Shakir Jeeva Khomotso Brian Mosehla	Dr. Mzamo Masito Siobhan Leyden Khomotso Brian Mosehla	Dr. Mzamo Masito Siobhan Leyden Khomotso Brian Mosehla Dr. Shamilla Chettiar	Dr. Mzamo Masito Siobhan Leyden	Dr. Mzamo Masito Siobhan Leyden Khomotso Brian Mosehla Dr. Shamilla Chettiar	Dr. Mzamo Masito Siobhan Leyden Dr. Shamilla Chettiar

# Committee Meetings Quarter 3

Audit and Risk Committee						
14 October 2025	15 October 2025	21 October 2025	23 October 2025	23 October 2025	25 November 2025	15 December 2025
CFO Shortlisting	CAE Interviews	Ordinary Meeting	In-Committee Meeting	CFO Interviews	Special Meeting	Special Meeting
Kholeka Zama Dr. Shamilla Chettiar	Kholeka Zama Dr. Shamilla Chettiar	Kholeka Zama Dr. Shakir Jeeva Khomotso Brian Mosehla	Dr. Mzamo Masito Kholeka Zama Dr. Shakir Jeeva Dr. Shamilla Chettiar	Kholeka Zama Dr. Shamilla Chettiar	Kholeka Zama Dr. Shakir Jeeva Khomotso Brian Mosehla Dr. Shamilla Chettiar	Kholeka Zama Dr. Shakir Jeeva Khomotso Brian Mosehla Dr. Shamilla Chettiar

# Board Remuneration Quarter 3

Name	Remuneration	Travel & Accommodation	Car Hire / Transfers	Total
Dr. Mzamo Masito*	66 690	12 128	3 732	82 550
Kholeka Zama	26 980	0	0	26 980
Dr. Shakir Jeeva	46 704	0	0	46 704
Khomotso Brian Mosehla	29 579	12 196	1 882	43 657
Siobhan Leyden	26 980	0	0	26 980
Dr. Shamilla Chettiar (Departmental representative)	0	141 091	1 866	142 957
<b>Total</b>	<b>196 933</b>	<b>165 416</b>	<b>7 480</b>	<b>369 828</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
CAE	Chief Audit Executive
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

Abbreviation / Acronym	Explanation
MICE	Meetings, Incentives, Conferences & Trade Exhibitions
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
TOMSA	Tourism Levy South Africa
VTSD	Villages, Townships and Small Dorpies
WTTC	World Travel and Tourism Council
YTD	Year to Date



**Thank you.**