STRATEGIC OVERVIEW OF THE TOURISM PORTFOLIO INCLUDING THE DEPARTMENTAL 2019/20 ANNUAL PERFORMANCE PLAN

1 JULY 2019

broadening horizons

tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

2030 NDP

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Introduction

State of the Nation Address

"We will make good on our ambition to more than double international tourist arrivals to 21 million by 2030.

This will be achieved through the renewal of the country's brand, introducing a world-class visa regime and a significant focus on Chinese and Indian markets and air arrivals from the rest of our continent.

We are determined to ensure that tourists who come to our country are safe."

President Cyril Ramaphosa, 20 June 2019

Why tourism matters

Tourism is …

- **one of the best performing economic sectors**
- **A strategic pillar** of SA's **Economic Diplomacy**
- Has the **potential to address the triple challenges** of unemployment, poverty and inequality through the creation of decent jobs.
- A **foreign exchange earner contributing to the balance** of payments
- Provides the **economic opportunities** for women and youth
- Support the development of SMMEs
- Provides the opportunity to **stimulate economic activity** in rural and township areas
- Supports **NDP's economic policy objectives** for a more diversified economy
- Has **multiple linkages with other sectors** of the economy and generate significant multiplier effects
- Has the **potential to foster social cohesion**

SA Tourism Competitiveness

SA's World Ranking

2015: 48/141 — 4.1

2017: 53/136 — 4

	2015 Rank	2015 Score	2017 Rank	2017 Score
Pillar 1: Business Environment	15	5.35	21	5.28
Pillar 2: Safety & Security	119	4.30	120	3.93
Pillar 3: Health & Hygiene	114	3.85	113	3.77
Pillar 4: Human Resources	105	4.09	63	4.64
Pillar 5: ICT Readiness	62	4.29	68	4.43
Pillar 6: Prioritization of Travel & Tourism	46	4.88	59	4.68
Pillar 7: International Openness	102	2.38	110	2.38
Pillar 8: Price Competitiveness	42	4.99	43	5.25
Pillar 9: Environmental Sustainability	56	4.29	117	3.62
Pillar 10: Air Transport Infrastructure	48	3.28	46	3.41
Pillar 11: Ground & Port Infrastructure	63	3.59	59	3.40
Pillar 12: Tourist Service Infrastructure	40	5.02	59	4.40
Pillar 13: Natural Resources	22	4.28	23	4.41
Pillar 14: Cultural Resources & Business Travel	20	3.39	19	3.39

South Africa's 2015 ranking was highly competitive, with the country leaping from 64th place in 2013 to 48th in 2015. Unfortunately, the 2017 ranking indicated that South Africa's competitiveness decreased, placing 53rd in the Competitiveness index.

Rank

Score

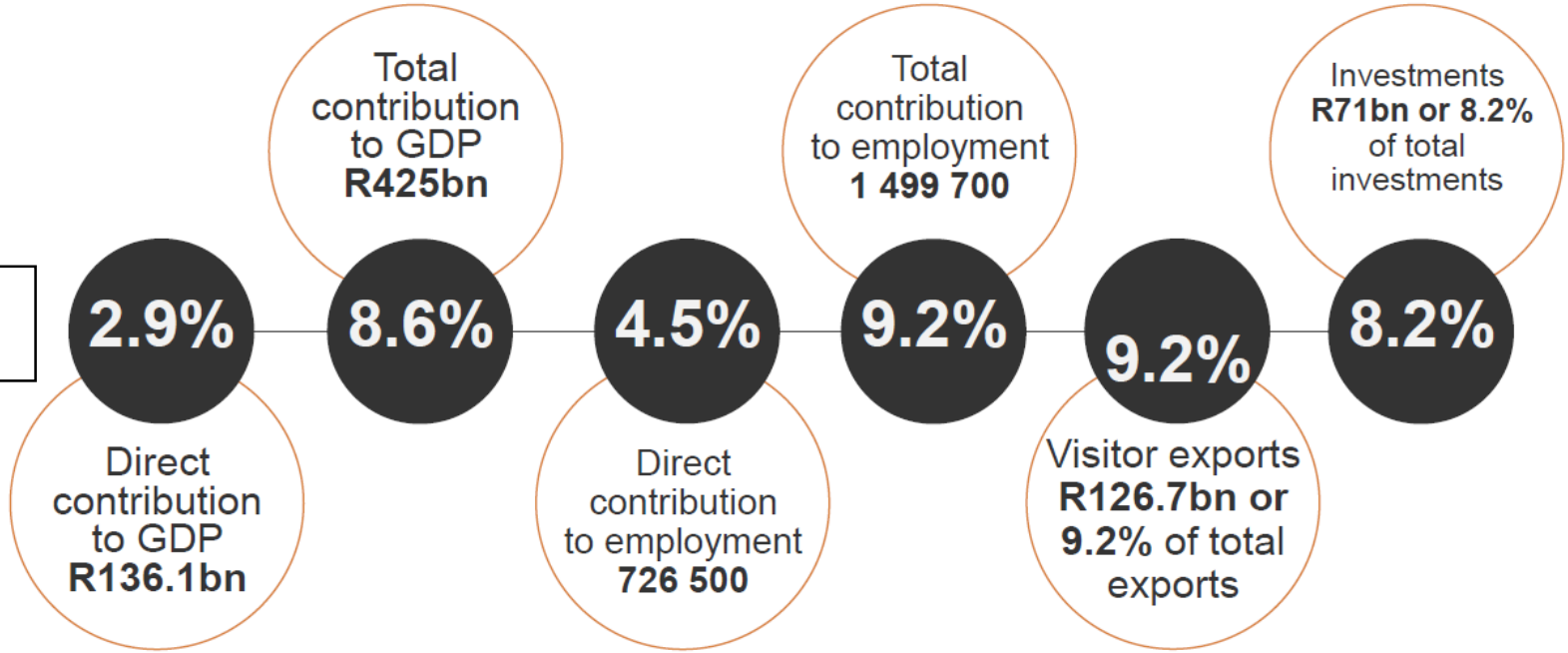
***Source**: WEF, 2017*

Historic Performance of the Sector - 1994 (3.9 million international tourists) to 2018 (10.4 million international tourists)

1994

- **1.7% of total GDP**
- **R 8.5 billion direct GDP contribution**
- **1.8% of total employment or 225 300 directly employed**
- **Investments R 17 billion**

2018



Source: World Travel and Tourism Council (WTTC)

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SOUTH AFRICAN TOURISM

HEADLINE PERFORMANCE

SNAPSHOT

DOMESTIC

JAN - DEC

2018

The total number of domestic trips in the period January - December 2018 was:

17.7 Mn

2.8%

Increase compared to the same period in 2017

DOMESTIC HOLIDAY TRIPS Mn

3.1

ANNUAL TARGET

2.5

ACTUAL: JAN - DEC 2018

DOMESTIC HOLIDAY TRIPS

Domestic Holiday trips accounted for

2.5 Mn (14.4%)

of total domestic trips. Jan - Dec 2018 is

13.5% Drop from the same period in 2017

The required growth for the year is

6.9%

MICE TOURISM

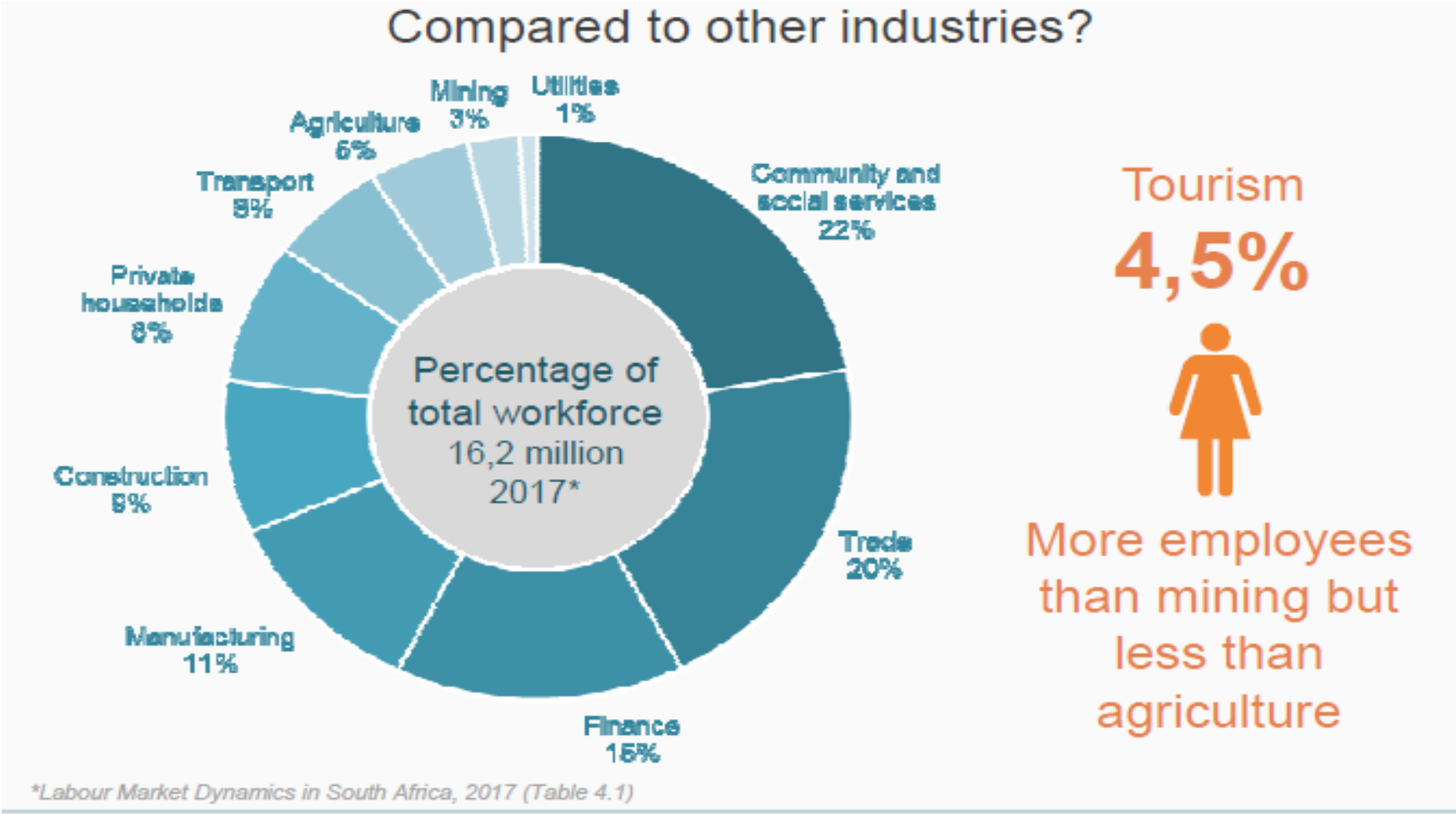
Accounted for

0.7 Mn (4.0%)

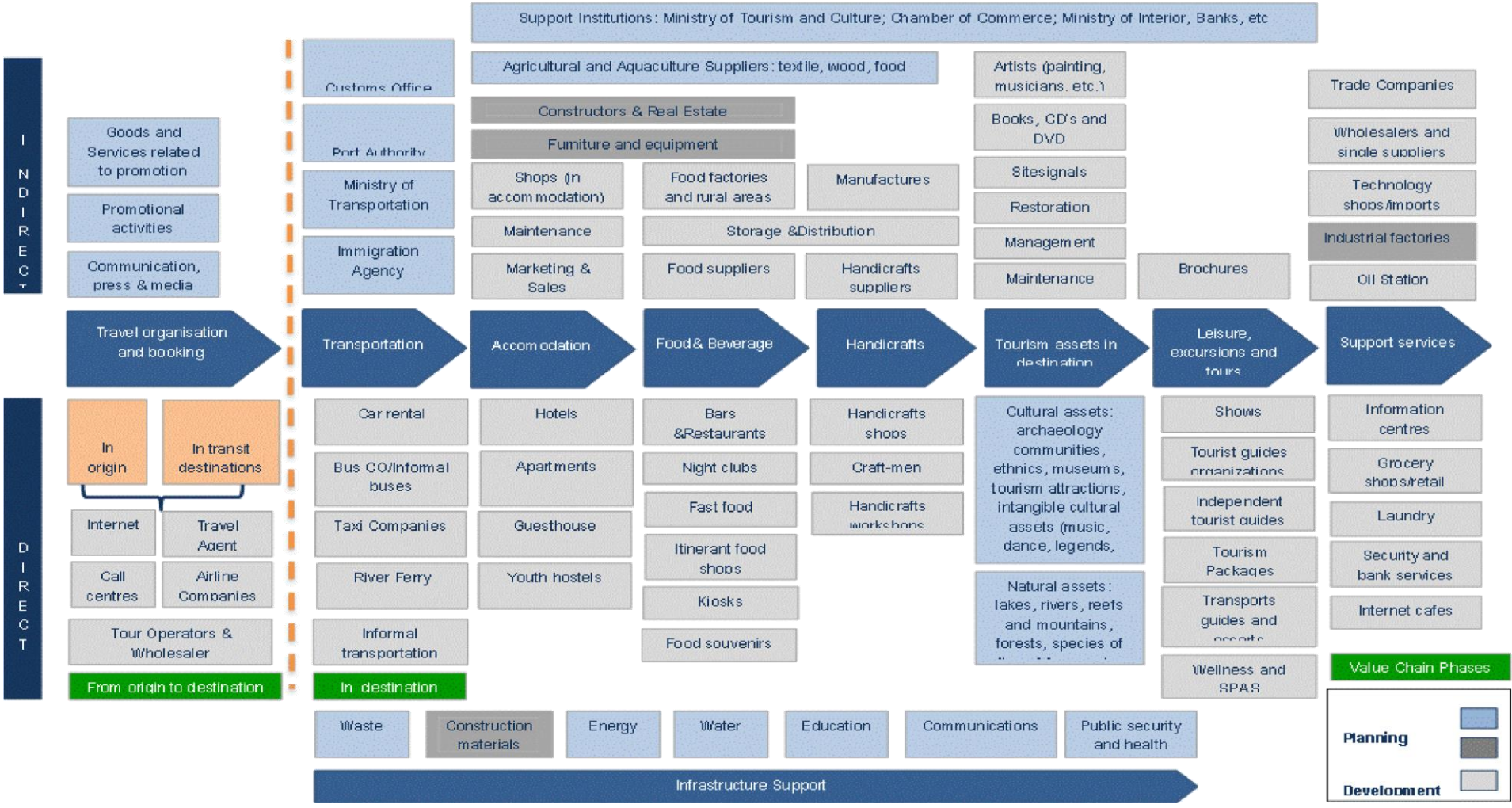
of total domestic trips in Jan - Nov 2018.

151.3% Up from the same period in 2017

The value of tourism in comparison to other sectors



The tourism value chain



Policy and Legislative Mandate

Tourism is a concurrent function for all three spheres of Government. At a National level, the Department of Tourism came into existence in 2009.

Overall legislative and policy direction for the Department of Tourism is provided for in the Tourism Act, 2014 (Act No 3 of 2014), the National Development Plan (NDP) and the National Tourism Sector Strategy (NTSS - 2017)

The Department's mandate is to grow tourism to and within South Africa such that:

- Its contribution to the Gross Domestic Product (GDP) and the economy is increased.
- Its contribution to job creation in South Africa is increased.
- Economic participation in the sector is inclusive.
- Enjoyment of tourism is shared by all South Africans.
- Quality tourism products and services are promoted.
- The practice of responsible tourism is promoted.

Policy and Legislative Mandate (cont.)

The National Development Plan and Tourism

Increasing exports	Regional economic integration	An inclusive and integrated rural economy
• Focusing on those areas where South Africa already has endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, higher education, tourism and business services.	• Can boost economic growth in all countries in southern Africa. The region has grown rapidly over the past decade, with strong performances in minerals, agriculture, telecommunications and tourism.	• Developing industries such as agroprocessing, tourism, fisheries and small enterprises where potential exists. Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments

By 2030 to 1) Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero and 2) Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

The National Tourism Sector Strategy (NTSS) - Overarching goal and five strategic pillars

Inclusive and Quality Growth of the South African Tourism Economy

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

NTSS - Five strategic pillars

Pillar 1: Effective Marketing

- Winning campaigns to attract international and domestic tourists
- Improve market and segment prioritisation
- Enhance effectiveness of international marketing
- Expand and improve domestic marketing activities and travel facilitation programmes
- Establish effective brand management of the South African Tourism brand
- Hosting of events to improve seasonal and regional spread of tourism benefits.

Pillar 2: Facilitating Ease of Access

- Removing barriers that limit the ability of potential international tourists to travel to South Africa
- Facilitate increased travel through the application of a tourist friendly visa regime and automated passenger movement and monitoring systems
- Improve airlift access, particularly for priority markets

Pillar 3: The Visitor Experience

- Enhancements to all elements of the visitor experience
- Upgrade experiences at World Heritage Sites
- Enhance local destinations through cleanliness, aesthetics, and information improvements
- Provide tourism experiences and facilities that cater for domestic market segments
- Increase bandwidth to support tourism
- Enhance tourist safety and support
- Facilitate tourist travel through improved private and public transport for tourists
- Improve tourism skills and service excellence

Pillar 4: Destination Management

- Activities and relationships critical to destination competitiveness
- Improve the focus and delivery of tourism marketing and development support provided by provinces and local government.
- Improve the quality of decision making, planning evaluation and monitoring in tourism
- Improve understanding of and enhance support for tourism across national government departments
- Introduce best practice approaches and risk management tools to enhance industry's performance

Pillar 5 – Broad Based Benefits

- Strengthen the realisation of broad based benefits from tourism
- Achieve Broad Based Black Economic Empowerment (B-BBEE) targets
- Support sustainable Enterprise development
- Expand benefits of tourism to rural areas

NTSS Targets

Indicators / Measure of Performance	2015	2024 Targets (Est.)	2026 Targets (Est.)
Direct contribution to National GDP	R118 billion	R250 billion	R302 billion
Total contribution to National GDP	R375.502 billion	R778.988 billion	R941.222 billion
Number of direct jobs supported by the sector	702 824	924 920	1 mil
Number of total jobs supported by the sector	1 551 200	2 069 020	2 260 380
Increase tourism export earnings	R115 billion	R286 billion	R359 billion
Increase in capital investment	R64 billion	R122 billion	R148.681 billion
Source: World Travel and Tourism Council (WTTC)			

Projected contribution of tourism to job creation and employment

PROJECTED CONTRIBUTION OF TOURISM TO GDP GROWTH AND EMPLOYMENT												
Total contribution to GDP	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**
Rand value in bn (Nominal prices)	425.531	457.484	489.908	528.43	571.309	621.251	674.641	732.218	795.394	866.46	943.137	1030.27
Rand value in bn (Real prices)	425.532	441.104	451.749	464.13	477.845	494.822	511.687	528.876	547.164	567.665	588.474	612.226
Percentage growth	-1.69556	3.65957	2.41327	2.74068	2.95491	3.55276	3.40843	3.35929	3.45787	3.74683	3.66573	4.03609
Percentage of GDP	8.6046	8.74981	8.76497	8.7762	8.80768	8.89194	8.96628	9.04217	9.1408	9.27569	9.41307	9.59726
Direct contribution to GDP	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**
Rand value in bn (Nominal prices)	139.001	150.7	162.196	175.386	189.808	206.687	224.551	243.416	263.73	286.445	310.608	338.026
Rand value in bn (Real prices)	139.001	145.305	149.563	154.045	158.756	164.624	170.312	175.818	181.424	187.666	193.805	200.869
Percentage growth	-1.85965	4.53496	2.93053	2.99691	3.05803	3.69668	3.45501	3.23244	3.18875	3.44041	3.27161	3.64474
Percentage of GDP	2.81072	2.88228	2.90186	2.91282	2.9262	2.9583	2.98438	3.00594	3.03083	3.06647	3.10005	3.14882
Direct contribution to employment	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**
Thousands of jobs	687.296	709.211	726.46	743.589	762.412	786.597	808.891	829.417	850.321	872.368	892.77	917.933
% share of total employment	4.20909	4.32482	4.36259	4.3897	4.42095	4.48178	4.53327	4.57754	4.62718	4.69249	4.75424	4.83975
% growth	-1.66101	3.18853	2.43223	2.35782	2.53143	3.17215	2.83423	2.53754	2.52032	2.59281	2.33873	2.81845
The current targets are based on forecasts by the World Travel and Tourism Council (WTTC, 2019) which provides macro-economic forecasts on a 10 year basis.												

Mandate

Grow tourism to and within South Africa such that:

- Its contribution to the Gross Domestic Product (GDP) and the economy is increased.
- Its contribution to job creation in South Africa is increased.
- Economic participation in the sector is inclusive.
- Enjoyment of tourism is shared by all South Africans.
- Quality tourism products and services are promoted.
- The practice of responsible tourism is promoted.

Departmental Vision and Mission

Vision:

Leading sustainable tourism development for inclusive economic growth in South Africa.

Mission:

To **grow an inclusive and sustainable tourism economy** through:

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

Departmental Values

❑ Performance Values

- Innovative : Leveraging of resources and partnerships to optimise delivery to our stakeholder 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.

❑ Organisational values

- 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.

Strategic Outcome Oriented Goals

- Increase the tourism sector's contribution to inclusive economic growth.
- Achieve good corporate and cooperative governance.

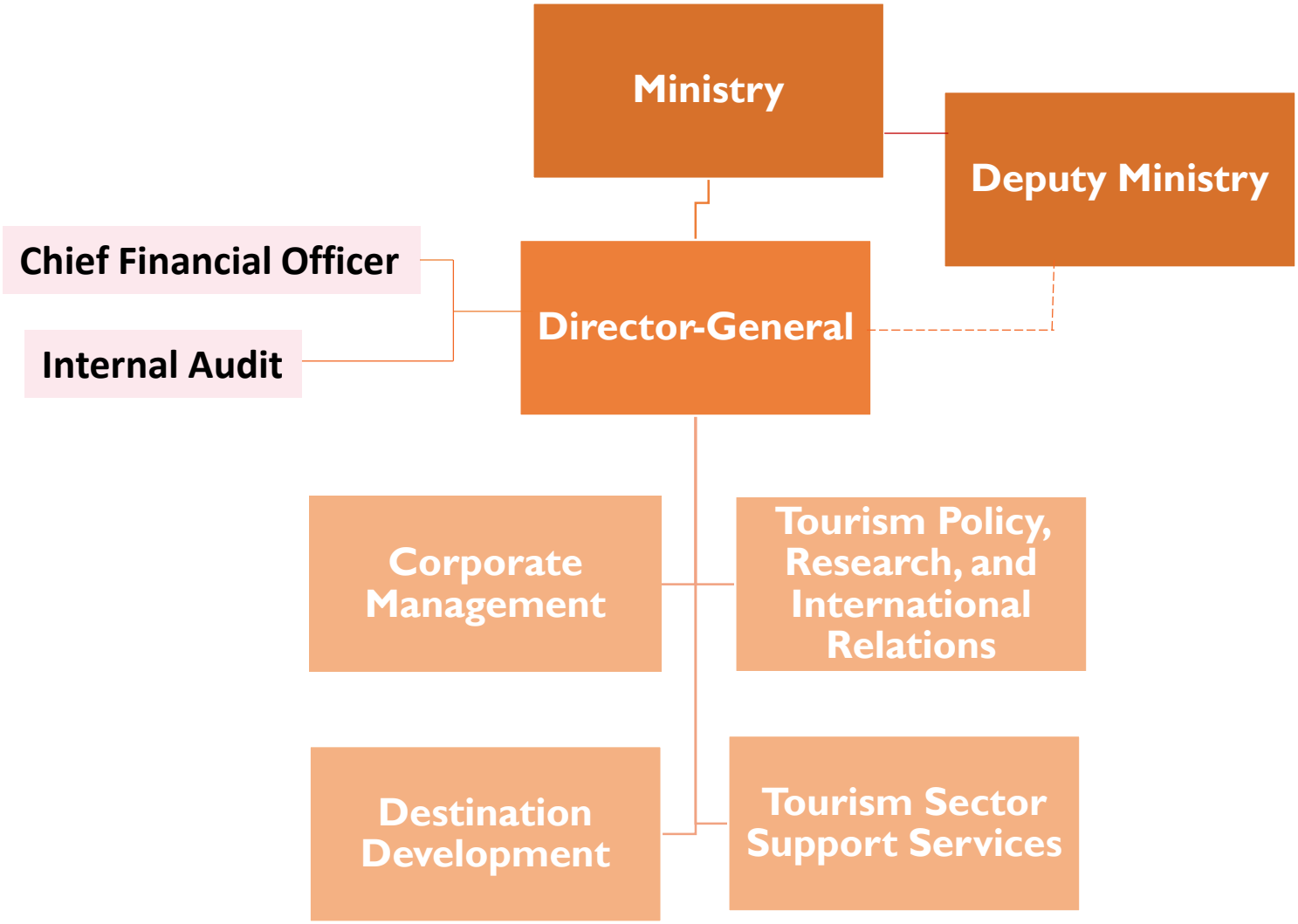
Strategic Objectives

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

Strategic Risks

1. Tourism Broad -Based Black Economic Empowerment (B-BBEE) Sector Code targets to facilitate radical economic transformation within tourism sector not met.
2. Inadequate infrastructure planning and implementation.
3. Intended beneficiaries' access to benefits limited (developmental communications)
4. Inadequate regulation of the sharing economy (accommodation sub-sector).
5. Monopoly and collusive practices by suppliers.
6. Inability to leverage value from bilateral agreements concluded.
7. Inability to provide knowledge services to inform policy, planning and decision making.
8. Lag between technological developments and SA's response (regulatory, uptake etc)

Organisational Structure



Representivity Status

- Total Establishment : 513
- Total Filled Posts: 460
- Vacancy Rate: 10,2%
- Women at SMS Level: 50%
- Disability: 4,5%
- Vacancy Rate: 10,2%

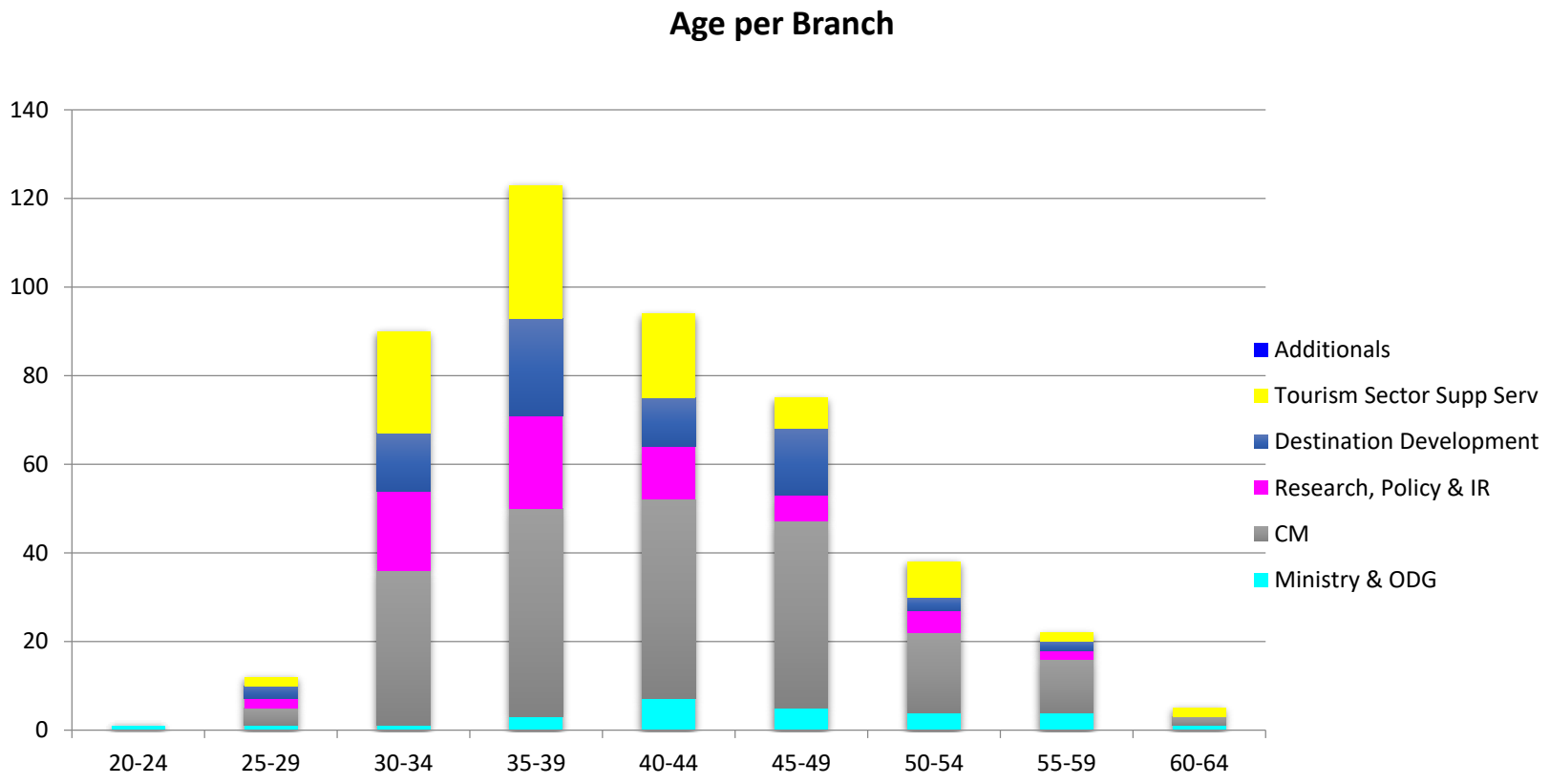
Age Analysis (See attached slide),

Age Analysis

Age Analysis - Quarter 1: 2018-2019											
BRANCHES	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-80	Total
Ministry	1	1	1	3	7	5	4	4	1	-	27
CM	-	4	35	47	45	42	18	12	2	-	205
Researcl	-	2	18	21	12	6	5	2	-	-	66
Destinati	-	3	13	22	11	15	3	2	-	-	69
Tourism	-	2	23	30	19	7	8	2	2	-	93
Additiona	-	-	-	-	-	-	-	-	-	-	-
Total	1	12	90	123	94	75	38	22	5	-	460
Total% p	0.22	2.61	19.57	26.74	20.43	16.30	8.26	4.78	1.09	1.30	

The report will be updates with changes in Ministry

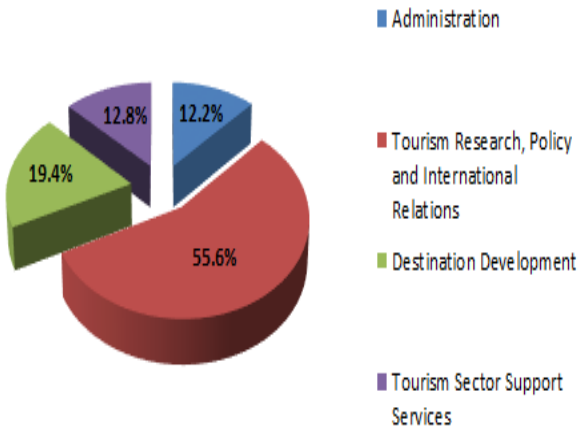
AGE ANALYSIS



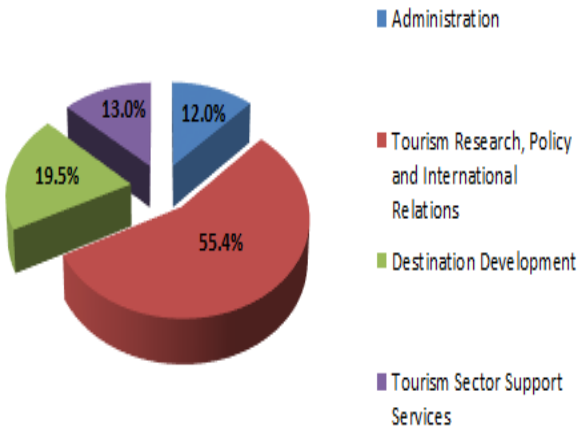
DEPARTMENTAL MTEF BASELINE (PER PROGRAMME)

Programme	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Administration	271 415	**12.0%**	291 494	**12.2%**	304 428	**12.0%**	323 073	**12.2%**
Tourism Research, Policy and International Relations	1 281 995	**56.7%**	1 331 053	**55.6%**	1 405 460	**55.4%**	1 479 755	**55.9%**
Destination Development	401 754	**17.8%**	463 297	**19.4%**	495 728	**19.5%**	529 980	**20.0%**
Tourism Sector Support Services	306 653	**13.6%**	306 826	**12.8%**	330 547	**13.0%**	315 710	**11.9%**
TOTAL	**2 261 817**		**2 392 670**		**2 536 163**		**2 648 518**	

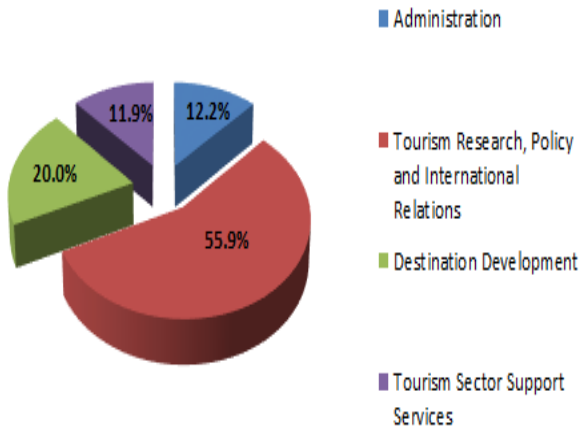
2019/20



2020/21



2021/2022



Focus Areas for Intervention on Policy, People and Places to Realise Change

- **Sector Transformation –** to improve levels of transformation in the sector, promoting inclusivity.
- **Research and Knowledge Management –** to enhanced decision making and availability of information for various users.
- **Skills Development for the sector -** to improve supply of required levels of skills in the sector.
- **Destination Development incl Coastal and Marine Tourism (Oceans Economy) –** to enhance and diversity offering.
- **Enterprise Development –** to expand participation and benefit by SMMEs for transformation of the sector.
- **Responsible Tourism –** to promote principles of responsible tourism and sustainability.
- **Regulatory Interventions –** to create an enabling regulatory environment for the sector and promote policy harmonisation and integration.

Departmental Strategic Goals

Strategic Outcome Oriented Goals: (1) Achieve good corporate and cooperative governance.	
Goal Statements	**Link to Government Outcomes**
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. 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	**Outcome 12:** An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Organisational Strategic Goals … continued

Strategic Outcome Oriented Goals: (2) Increase the tourism sector's contribution to inclusive economic growth.	
Goal Statements	**Government Outcomes**
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. 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.	**Outcome 4**: Decent employment through inclusive economic growth. **Outcome 7:** Comprehensive Rural Development. **Outcome 11:** Creating a better South Africa, and contributing to a better and safer Africa in a better world.

Departmental Strategic Objectives

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

Departmental Strategic Objectives … continued.

Strategic outcome-oriented goal	Organisational Strategic Objectives (SOs)	Responsible Programme
Increase the tourism sector's contribution to inclusive economic growth.	**SO 9:** To provide knowledge services to inform policy, planning and decision-making.	All strategic objectives are shared organisation wide with various programmes contributing to the objectives from their unique functional areas.
	SO 10: To reduce barriers to tourism growth to enhance tourism competitiveness.	
	SO 11: To enhance regional tourism integration.	
	SO 12: To create employment opportunities by implementing tourism projects.	

Department's Current Plan

- Contains interventions which are meant to assist to inspire confidence, contribute to inclusive economic growth and job creation.
- Interventions spread across all four Programmes: Administration, Tourism Research, Policy and International Relations, Destination Development, and Tourism Sector Support Services.
- Implementation of all interventions, through all four programmes, is guided by ensuring that all efforts and limited resources are invested wisely and in a targeted manner in order to maximise our impact.
- Interventions will be communicated to all tourism stakeholders and targeted audiences.
- Approach adopted is to inform the tourism sector and the citizens, especially those living in the townships and rural communities of these initiatives and interventions so that they can know how to access the benefits from them.
- Outcome envisaged is to make a difference in the quality of life for women, youth and people with disabilities living in rural and township communities, including those in the nodal areas identified by the Department.

Programmes

Programme 2: Tourism Research, Policy and International Relations

Tourism Research, Policy and International Relations Branch enhances strategic policy environment, monitors the tourism sector's performance and enables stakeholder relations. Programme 2 focuses on the following:

- Policy Development
- Strategy Development
- Research
- Statistical Analysis
- Knowledge Management
- Monitoring and Evaluation
- International Relations and Cooperation
- Strategic Sector Partnerships
- Public Entity Oversight

Strategic Outcome-oriented goal: Achieve good corporate and cooperative governance.

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

Strategic Objective 3: To create enabling an enabling legislative and regulatory environment for tourism development and growth	
Objective Statement	**Programme Performance Indicator (PPI)**
To develop a policy framework in order to ensure that South Africa's network of SA Missions abroad is fully utilised to enhance South Africa's tourism promotion and facilitation presence globally.	**PPI 1:** Development of Policy Framework to support SA missions for tourism development and promotion.
Strategic Objective 9: To provide knowledge services to inform policy, planning and decision making	
To develop and maintain knowledge management systems and ensure effective monitoring and evaluation of sector programmes.	**PPI 2:** Number of monitoring and evaluation reports on tourism projects and initiatives developed.
	PPI 3:. Number of sub-systems developed and maintained for the National Information and Monitoring System (NTIMS).
	PPI 4: Number of information dissemination platforms hosted.
	PPI 5: Number of initiatives conducted to promote innovation in the tourism sector.

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

Strategic Objective 11: To enhance regional tourism integration	
To implement programmes aimed at strengthening regional cooperation for sustainable tourism growth and development.	**PPI 6:** Number of initiatives facilitated for regional integration.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Development of Policy Framework to support SA Missions for tourism development and promotion.	Policy Framework for the SA Missions tourism promotion and facilitation support developed.	Draft Policy framework for the SA Missions' tourism promotion and facilitation support developed.	Consultation on the draft Policy framework for the SA Missions' tourism promotion and facilitation support commenced.	Consultation on the draft Policy framework for the SA Missions' tourism promotion and facilitation support finalised.	Policy framework for the SA Missions' tourism promotion and facilitation support developed.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of Tourism Monitoring and Evaluation reports developed.	**Seven monitoring and evaluation reports developed:**				
	1. 2018/19 National Tourism Sector Strategy (NTSS) Implementation Report developed.	Development of the 2018/19 NTSS Implementation Report Framework.	Data collection and drafting of the NTSS Implementation Report initiated.	Consultation on the Draft NTSS Implementation Report.	2018/19 National Tourism Sector Strategy Implementation Report finalised.
	2. 2017/18 State of Tourism (STR) Report published.	Update the draft 2017/18 STR.	Publish 2017/18 STR.	-	-
	3. Draft 2018/19 STR developed.	Consultation on the reviewed 2018/19 STR Framework undertaken.	Data collection for 2018/19 STR commenced.	Data collection for the 2018/19 STR continued.	Draft 2018/19 STR developed.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of Tourism Monitoring and Evaluation reports developed.	**Seven monitoring and evaluation reports developed … continued:**				
	4. Four Tourism Performance Reports developed (Quarterly).	• Framework for the Tourism Performance Reports reviewed. • Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance Report developed.
	One Impact evaluation report on departmental capacity building programme developed.	Progress report on data collection developed.	Progress report on data collection developed.	Draft impact evaluation report reviewed.	Final impact evaluation report developed.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 3: Number of sub-systems developed and maintained for national Tourism Information and Monitoring System (NTIMS).	**Two sub-systems developed:**				
	1. Database of black-owned products and services implemented ("Go Live").	Data quality assurance of the black-owned products and services conducted.	Data verified and imported into the database.	Data verification continued and imported into the database.	Database of black-owned products and services implemented ("Go Live").
	2. Development of the Enterprise Development and Transformation Portal.	Terms of Reference for Enterprise Development and Transformation Portal finalised.	Development of Enterprise Development and Transformation Portal commenced.	Development of Enterprise Development and Transformation Portal finalised.	Enterprise Development and Transformation Portal implemented ("Go Live").

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 4: Number of Information dissemination platforms hosted.	**One information dissemination platform:**				
	Tourism research seminar hosted.	Report on the 2018/19 Tourism Research Seminar developed.	• Concept document on the 2019/20 Tourism Research Seminar developed. • Implementation plan for the 2019/20 Tourism Research Seminar developed.	2019/20 Tourism Research Seminar plan implemented.	The 2019/20 Tourism Research Seminar hosted.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 5: Number of initiatives conducted to promote digitalisation within the tourism sector.	**One initiative conducted to promote digitalisation in the tourism sector:**				
	Digitalisation Framework for the tourism sector developed.	Environmental scan on Digitalisation conducted.	Proposal on the Digitalisation framework developed.	Draft Digitalisation Framework developed.	Digitalisation Framework for the tourism sector developed.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of initiatives facilitated for regional integration.	**Two initiatives facilitated for regional integration:**				
	1. Best Practices Workshop targeting African countries and countries with whom Agreements were signed hosted.	Draft Concept document and project implementation plan for the Best Practices Workshop developed.	Stakeholder engagement in preparation for the Best Practices Workshop conducted.	Concept document and project implementation plan for the Best Practices Workshop finalised.	Sharing of Best Practices Workshop hosted.

Programme 2: Tourism Research, Policy and International Relations Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 7: Number of initiatives facilitated for regional integration.	**Two initiatives facilitated for regional integration (continued):**				
	2. Implementation of signed bilateral agreements and bilateral engagements.	Quarterly report on the implementation of prioritised areas in the bilateral agreement developed.	Quarterly report on the implementation of prioritised areas in the bilateral agreement developed.	Quarterly report on the implementation of prioritised areas in the bilateral agreement developed.	Report on the implementation of prioritised areas in the bilateral agreement developed.

Programme 3: Destination Development

Destination Development Branch ensures coordination and development of amenities, facilities, products and infrastructure to deliver quality visitor experiences and enhance communities well-being. This is achieved through the provision of coherent destination planning, investment promotion, tourism product and infrastructure enhancement and development, experience development and job creation through the Working for Tourism Programme. The following are the Programme focus areas:

- Destination Planning and Investment Promotion.
- Tourism Enhancement (which includes tourism product and infrastructure development and enhancement).
- Working for Tourism.

Through Destination Development Programme, the department plans to work with municipalities and communities to develop the underused public recreation facilities that they own into tourism destinations. The Programme aims to develop infrastructure for tourism to attract private-sector investment, counteract seasonality, and ensure that the economic value created through tourism and leisure activities is shared equitably among those involved in creating it.

Strategic Outcome-oriented goal:

Increase the tourism sector's contribution to inclusive economic growth.

Destination Development: Link on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 8: To diversify and enhance tourism offerings.	
Objective Statement	**Programme Performance Indicator (PPI)**
Implement destination enhancement and route development projects to diversify product offering and enhance visitor experience in identified priority areas.	**PPI 1:** Number of destination planning and investment coordination initiatives undertaken.
	PPI 2: Number of destination enhancement initiatives supported.
Strategic Objective 12: To create employment opportunities by implementing tourism projects.	
Implement expanded public works programmes (EPWP) funded projects intended to improve product offering and visitor experience as well as creating full time equivalent job opportunities.	**PPI 3:** Number of full time equivalent (FTEs) jobs created through Working for Tourism projects on the EPWP.

Programme 3: Destination Development Targets

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Number of destination planning and investment coordination initiatives undertaken.	**Seven destination planning and investment coordination initiatives undertaken:**				
	1. Tourism master plan for Port Nolloth to Hondeklipbaai finalised.	Tourism Master Plan for Port Nolloth to Hondeklipbaai reviewed.	Stakeholder consultation sessions for the Tourism Master Plan for Port Nolloth to Hondeklipbaai completed.	Stakeholder inputs incorporated into the Tourism Master Plan for Port Nolloth to Hondeklipbaai.	Tourism Master Plan for Port Nolloth to Hondeklipbaai finalised.
	2. Tourism master plan for Sutherland to Carnarvon finalised.	Tourism Master Plan for Sutherland to Carnarvon reviewed.	Stakeholder consultation sessions for the Tourism Master Plan for Sutherland to Carnarvon completed.	Stakeholder inputs incorporated into the Tourism Master Plan for Sutherland to Carnarvon.	Tourism Master Plan for Sutherland to Carnarvon finalised.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Number of destination planning and investment coordination initiatives undertaken.	**Seven destination planning and investment coordination initiatives undertaken (continued):**				
	3. Tourism master plan for Orange River Mouth to Vioolsdrift finalised.	Tourism Master Plan for Orange River Mouth to Vioolsdrift reviewed.	Stakeholder consultation sessions for the Tourism Master Plan for Orange River Mouth to Vioolsdrift completed.	Stakeholder inputs incorporated into the Tourism Master Plan for Orange River Mouth to Vioolsdrift.	Tourism Master Plan for Orange River Mouth to Vioolsdrift finalised.
	4. Tourism master plan for Port St Johns to Coffee Bay finalised.	Tourism Master Plan for Port St Johns to Coffee Bay reviewed.	Stakeholder consultation sessions for the Tourism Master Plan for Port St Johns to Coffee Bay completed.	Stakeholder inputs incorporated into the Tourism Master Plan for Port St Johns to Coffee Bay.	Tourism Master Plan for Port St Johns to Coffee Bay finalised.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Number of destination planning and investment coordination initiatives undertaken.	**Seven destination planning and investment coordination initiatives undertaken (continued):**				
	5. Budget resort network and brand concept developed.	Appointment of a service provider for the development of a budget resort network and brand concept.	Framework for a budget resort network and brand completed.	Stakeholder inputs on the framework to develop a budget resort network and brand concept.	Budget resort network and brand concept developed.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Number of destination planning and investment coordination initiatives undertaken.	**Seven destination planning and investment coordination initiatives undertaken (continued):**				
	6. Develop content and facilitate a session per Province for the implementation of the niche (township/rural) tourism development methodology.	Appointment of a service provider to develop content and facilitate a session per Province.	Content for the niche tourism facilitation sessions developed.	Facilitation sessions held in 5 Provinces for the implementation of the niche (township / rural) tourism development methodology.	Facilitation sessions held in 4 Provinces for the implementation of the niche (township / rural) tourism development methodology.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Number of destination planning and investment coordination initiatives undertaken.	**Seven destination planning and investment coordination initiatives undertaken (continued):**				
	7. A pipeline of nationally prioritised tourism investment opportunities managed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported:**				
	1. Support the implementation of interpretative signage in Kruger National Park.	Memorandum of Agreement (MoA) concluded for the Kruger National Park.	Storyline for interpretative signage for the Kruger National Park developed.	Appointment of service provider to develop interpretative signage for the Kruger National Park.	• Interpretative signage for the Kruger National Park developed • Report on the implementation of interpretative signage in the Kruger National Park completed.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	2. Support the implementation of interpretative signage in Golden Gate Highlands National Park.	MoA concluded for the Golden Gate Highlands National Park.	Storyline for interpretative signage for the Golden Gate Highlands National Park developed.	Appointment of service provider to develop interpretative signage for the Golden Gate Highlands National Park.	• Interpretative signage for the Golden Gate Highlands National Park developed • Report on the implementation of interpretative signage in Golden Gate Highlands National Park completed.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	3. Support the implementation of interpretative signage in Kgalagadi World Heritage Site (WHS).	MoA concluded for the Kgalagadi WHS.	Storyline for interpretative signage for the Kgalagadi WHS developed.	Appointment of service provider to develop interpretative signage for the Kgalagadi WHS.	• Interpretative signage for the Kgalagadi WHS developed. • Report on the implementation of interpretative signage in the Kgalagadi WHS completed.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	4. Support the implementation of interpretative signage in the Marakele National Park.	MoA concluded for the Marakele National Park.	Storyline for interpretative signage for the Marakele National Park developed.	Appointment of service provider to develop interpretative signage for Marakele National Park.	• Interpretative signage for the Marakele National Park developed. • Report on the implementation of interpretative signage in the Marakele National Park completed.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	5. Support the implementation of interpretative signage in the Addo Elephant National Park.	MoA concluded for the Addo Elephant National Park.	Development of storyline and interpretative signage design the Addo Elephant National Park.	Appointment of service provider to develop interpretative signage for Addo Elephant National Park.	Report on the implementation of interpretative signage in Golden Gate Highlands National Park completed.
	6. Construction of the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) commenced.	Contractor terms of reference (TOR) finalised for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS).	Contractor appointed for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS).	Construction works for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) commenced.	Construction works for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) continued.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	7. Appointment of contractor for the construction of the Visitor Interpretation Centre (VIC) in Baviaanskloof (Cape Floral Region WHS).	Designs finalised for the VIC in Baviaanskloof (Cape Floral Region WHS).	Environmental Impact Assessment (EIA) application finalised for the VIC in Baviaanskloof (Cape Floral Region WHS).	Contractor terms of reference (TOR) finalised for the VIC in Baviaanskloof (Cape Floral Region WHS).	Contractor appointed for the VIC in Baviaanskloof (Cape Floral Region WHS).

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	8. Construction for the Dinosaur Interpretation Centre at the Golden Gate Highlands National Park continued.	Quarterly Progress Report on the implementation of the construction as per work schedule for the Dinosaur Interpretation Centre.	Quarterly Report on the implementation of the construction as per work schedule for Dinosaur Interpretation Centre.	Quarterly Report on the implementation of the constructions as per work schedule for Dinosaur Interpretation Centre.	Final Report on the Construction as per work schedule for the Dinosaur Interpretation Centre completed.
	9. Contractor appointed for Shangoni Gate.	Appointment of built environment professional for Shangoni Gate finalised.	Detailed designs for Shangoni Gate finalised.	Contractor TOR finalised for Shangoni Gate.	Contractor appointed for Shangoni Gate.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	10. Input into the facilitation of statutory authorisation and approvals for the Phalaborwa Wild Activity Hub site.	Progress report on status of statutory requirements and intervention as necessary.	Progress report on status of statutory requirements and intervention as necessary.	Progress report on status of statutory requirements and intervention as necessary.	Progress report on status of statutory requirements and intervention as necessary.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	11. Finalisation of designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a Coastal and Marine Tourism (CMT) initiative.	Finalise terms of reference for the Built Environment Professional services for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative.	Appointment of service provider to develop designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative.	Completion of concept design report for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative.	Finalisation of designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	12. Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative.	Finalise terms of reference for the Built Environment Professional services for the Hole in the Wall (Eastern Cape) as a CMT initiative.	Appointment of service provider to develop plans for the Hole in the Wall (Eastern Cape) as a CMT initiative.	Completion of concept design report for the Hole in the Wall (Eastern Cape) as a CMT initiative.	Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	13. Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative.	Finalise terms of reference for the Built Environment Professional services for the Orange River Mouth (Northern Cape) as a CMT initiative.	Appointment of service provider to develop plans for the Orange River Mouth (Northern Cape) as a CMT initiative.	Completion of concept design report for the Orange River Mouth (Northern Cape) as a CMT initiative.	Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative.

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	14. Implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).	Identification and selection of Small, medium and macro Enterprises (SMMEs) / Co-operatives to undertake infrastructure maintenance work in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).	Support implementation of infrastructure maintenance works in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).	Support implementation of infrastructure maintenance works in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).	Support implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park).

Programme 3: Destination Development Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of destination enhancement initiatives supported.	**Fifteen destination enhancement initiatives supported (continued):**				
	15. Implementation of the Tourism Blue Flag Programme to enhance South African beaches.	Appointment of project implementer for Tourism Blue Flag Programme.	Recruitment and contracting with participants into the Tourism Blue Flag Programme.	Monitoring the implementation of the Tourism Blue Flag Programme.	Monitoring the implementation of the Tourism Blue Flag Programme.
PPI 3: Number of FTE jobs created through Working for Tourism projects.	4331 Full Time Equivalent Jobs created.	650 Full Time Equivalent Jobs created.	1082 Full Time Equivalent Jobs created.	1082 Full Time Equivalent Jobs created.	1517 Full Time Equivalent Jobs created.

EPWP: Some additional notes - Projects contributing to the FTEs – Skills Development Projects (Active) : 2 686 FTES

Project Name	Number of participants	Quarter 1: FTE's	Quarter 2: FTE'S	Quarter 3: FTE's	Quarter 4: FTE's
EC-Hospitality Youth Programme (HYP)	200	57	57	57	0
EC-Safety Monitors	200	57	57	57	0
GP-HYP	575	55	55	55	0
GP-Safety Monitors	200	57	57	57	57
MP-HYP	350	99	99	99	0
MP-Safety Monitors	250	69	69	69	0
KZN-HYP	575	165	165	165	0
NAT-Youth Chef Training Programme	477	136	136	136	72
Green Coast	110	32	32	32	32
Wine Service	300	86	86	86	86
Grand Total	3237	813	813	813	247

A **FTE** refers to one person-year of employment. One person-year is equivalent to 230 person days of paid work. Person-years of employment = total number of person days of employment created for targeted labour during the year divided by 230.

EPWP: Some additional notes – Review Process undertaken by the Government Technical Advisory Centre (GTAC) on Infrastructure Projects

- In 2017/18 GTAC was contracted to undertake 1) a review of 32 projects that had stalled for various reasons and 2) Review the processes and guidelines for WFT and ensure alignment with the construction industry and strengthen the capacity of the Department to better manage the infrastructure related projects. This process was concluded in November 2018.
- The implementation of the recommendations of each of the 32 projects are currently at various stages of implementation
- Primarily findings, conclusions and recommendations from the individual project assessments, indicate the urgent need for the implementation of a Revised Product Development Model, which firstly will be applied to the individual projects as assessed in the short term assignment and then applied to the long term assignment of all future projects.
- Secondly, GTAC recommended that NDT strengthen WFT through improved collaboration with requisite expertise in tourism infrastructure and facilities investment projects and in partnership with experts in the field of financing such as construction and business establishment type of projects.

EPWP: Some additional notes – Review Process undertaken by the Government Technical Advisory Centre (GTAC) on Infrastructure Projects (cont.)

Key elements of the revised project management model will include, but are not limited to:

- Feasibility studies (as part of project planning), according to best practice principles - to establish the long term sustainability of projects, value for public money and potential development impact.
- Facilitating effective private sector, community & development organisation participation in project operationalisation.
- Use of conventional project management approach, design by Client model, to execute the Working for Tourism projects and ensuring the transfer of skills, expertise and capacity to supplement current NDT technical capacity of the project team.

The Department is currently in the process of realigning all processes and systems to implement the recommendations of the Long Term Assignment

Programme 4: Tourism Sector Support Services

- Tourism Sector Support Services enhances transformation of the sector, increases skills levels and supports development to ensure that South Africa is a competitive tourism destination.

- The Programme aims to accelerate the transformation of the tourism sector through implementation of programmes aimed at the empowerment of marginalised enterprises and individuals to promote inclusive growth of the sector.

- The Programme seeks to facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation. This is done through creation of an enabling environment for tourism enterprises to grow, and contributes to job creation and the competitiveness of the destination, through the provision of business support services and tools.

- The Programme also implements prioritised programmes (capacity-building) that present opportunities for training and development for the growth of the sector.

Strategic Outcome-oriented goal:

Increase the tourism sector's contribution to inclusive economic growth.

Tourism Sector Support Services: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 2: To enhance understanding and awareness of the value of tourism and its opportunities	
Objective Statement	**Programme Performance Indicator (PPI)**
To provide a platform for peer learning and information sharing about tourism development at local government level.	**PPI 1:** Number of awareness sessions hosted.
Strategic Objective 5: To accelerate the transformation of the tourism sector.	
To implement programmes aimed at the empowerment enterprises and individuals to promote inclusive growth of the sector.	**PPI 2:** Number of incentivised programmes implemented.
	PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy.

Tourism Sector Support Services: Links on Strategic Objectives, Objective Statements and Programme Performance Indicators

Strategic Objective 6: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation.	
Objective Statement	**Programme Performance Indicator (PPI)**
To create an enabling environment for tourism enterprises to grow and contribute to job creation and the competitiveness of the destination, through the provision of business support services and tools.	**PPI 4:** Number of enterprises development initiatives implemented.
Strategic Objective 8: To diversify and enhance tourism offerings	
Implement prioritised programmes identified in the National Tourism Sector Strategy and Domestic Tourism Growth Strategy in order to enhance products and visitor experiences.	**PPI 5:** Number of initiatives for improving visitor services implemented.
Strategic Objective 7: Strategic Objective 7: To facilitate tourism capacity-building programmes	
To implement prioritised programmes that present opportunities for training and development for the growth of the sector.	**PPI 6:** Number of capacity-building programmes implemented.

Programme 4: Tourism Sector Support Services Targets

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Number of awareness sessions hosted	**Two awareness sessions hosted:**				
	1. Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces.	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted.	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted.	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted.	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted.
	2. Tourism Information sharing sessions on departmental programmes and services hosted in four provinces.	Tourism Information sharing sessions on departmental programmes and services hosted in one province.	Tourism Information sharing sessions on departmental programmes and services hosted in one province.	Tourism Information sharing sessions on departmental programmes and services hosted in one province.	Tourism Information sharing sessions on departmental programmes and services hosted in one provinces.

Programme 4: Tourism Sector Support Services Targets

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of incentivised programmes implemented.	**Five incentive programmes implemented:**				
	1. Market Access Support Programme (MASP).	Call for applications published for MASP and applications received.	Applications and claims for MASP approved.	Applications and claims for MASP approved.	Applications and claims for MASP approved.
	2. Tourism Grading Support Programme (TGSP).	Discounts under the TGSP approved.	Discounts under the TGSP approved.	Discounts under the TGSP approved.	Discounts under the TGSP approved.
	3. Green Tourism Incentive Programme (GTIP).	Applications for the GTIP approved.	Applications for the GTIP approved.	Applications for the GTIP approved.	Applications for the GTIP Programme approved.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 2: Number of incentivised programmes implemented.	**Five incentive programmes implemented (continued):**				
	4. Tourism Transformation Fund (TTF).	Applications for the TTF approved.	Applications for the TTF approved.	Applications for the TTF approved.	Applications for the TTF approved.
	5. Tourism Equity Fund (TEF).	Guidelines, applications and administrative processes for the TEF developed and implemented.	Applications for the TEF opened.	Applications for the TEF approved.	Applications for the TEF approved.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy.	**Three initiatives:**				
	1. Implementation of Domestic Tourism Incentive scheme to increase tourist numbers in partnership with SANParks at **five National Parks:** • Kruger National Park • Golden Gate National Park • Kgalagadi National Park • Marakele National Park • Addo Elephant National Park	Formalise partnership agreements with SANParks to determine programme implementation.	Implement Domestic Tourism Scheme in three parks.	Implement Domestic Tourism Scheme in two parks.	Identify and engage provinces for the roll-out and implementation of the department's scheme in provincial parks.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy.	**Three initiatives (continued):**				
	2. Implementation of initiative targeted at supporting the increase in domestic tourism among designated groups (youth, elderly and people with disabilities).	Planning of initiatives to support the increase in domestic tourism among designated groups.	One initiative for designated group supported.	One initiative for designated group supported.	One initiative for designated group supported.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy.	**Three initiatives (continued):** 3. Tourism Month campaign implemented in conjunction with provinces and the sector.	Planning of Tourism Month campaign through the Tourism Month steering committee in conjunction with Provinces.	Implementation of Tourism Month campaign initiatives in conjunction with Provinces (World Tourism Day celebrations.)	Close out reports for World Tourism Day activities and commence planning for 2020 Tourism Month Activities.	Planning of Tourism Month campaign through the Tourism Month steering committee in conjunction with Provinces.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 4: Number of enterprise development initiatives implemented.	**Three initiatives:**				
	1. Support four existing incubators:				
	i. Pilanesberg	-	Close out report for Pilanesberg Incubator.	-	-
	ii. Manyeleti	Incubator support plan for Manyeleti completed.	Implementation of incubator plan for Manyeleti.	Implementation, monitoring and evaluation of incubator plan for Manyeleti.	Report for Manyeleti incubator developed.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 4: Number of enterprise development initiatives implemented	**Three initiatives:**				
	1. Support four existing incubators (continued):				
	iii. Phalaborwa	Incubator support plan for Phalaborwa completed.	Implementation of incubator plan for Phalaborwa.	Implementation, monitoring and evaluation of incubator plan for Phalaborwa.	Report for Phalaborwa incubator developed.
	iv. Mier	Incubator support plan for Mier completed.	Implementation of incubator plan for Mier.	Implementation, monitoring and evaluation of incubator plan for Mier.	Report for Mier incubator developed.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 4: Number of enterprise development initiatives implemented.	**Three initiatives (continued):**				
	2. Develop two new incubators off-site:				
	Tour Operators Incubator.	Development Implementation plan for Tour Operators incubator.	Stakeholder engagement, selection and recruitment, and selection of beneficiaries for Tour Operators incubator.	Launch of the Tour Operators incubator.	Report for Tour Operators incubator developed.
	Innovation Incubator.	Development Implementation plan for Innovation Incubator.	Stakeholder engagement, selection and recruitment, and selection of beneficiaries for Innovation Incubator.	Launch of the Innovation Incubator.	Report for Innovation Incubator developed.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 4: Number of enterprise development initiatives implemented.	**Three initiatives (continued):**				
	3. Conduct a feasibility study of community based enterprises in communities within the proximity of the following five national parks:				
	• Kruger National Park • Golden Gate National Park • Kgalagadi WHS • Marakele National Park • Addo Elephant National Park	• Stakeholder consultation undertaken for the development and support of the community based enterprises. • Draft Terms of Reference finalised for the appointment of a service provider to conduct a feasibility study for the development and support of the community based enterprises.	Service provider to conduct a feasibility study for the development and support of the community based enterprises Stakeholder consultation continued.	Feasibility study for the development and support of the community based enterprises Business Plans for the development and support of the community based enterprises.	Feasibility reports and business plans for the development and support of the community based enterprises.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 5: Number of initiatives for improving visitor services implemented.	**Two initiatives:**				
	1. Implementation of Tourism Monitors Programme in all provinces.	Tourism Monitors Programme implemented in all provinces.	Tourism Monitors Programme implemented in all provinces.	Tourism Monitors Programme implemented in all provinces.	Tourism Monitors Programme implemented in all provinces.
	2. 100% compliance with the service delivery charter in the management of tourist complaints.	Quarterly progress report on tourists' complaints.	Quarterly progress report on tourists' complaints.	Quarterly progress report on tourists' complaints.	Annual progress report on tourists' complaints.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented:**				
	1. 20 Tourist Guides trained in Mandarin language.	Recruitment and selection of learners.	Orientation of learners.	Implementation of Mandarin language training.	Finalisation of Mandarin language training.
	2.National Tourism Careers Expo (NTCE) 2019 hosted.	NTCE Project Planning commenced.	NTCE event hosted.	Draft Close Out Report developed.	Final NTCE report developed.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented (continued):**				
	3.Hospitality Youth Programme implemented targeting 3900 unemployed youth.	• Quarterly report on the placement and training of participants in MP, KZN, GP and EC provinces. • Finalise the procurement of service providers for WC, NC, NW, LP, FS provinces.	• Quarterly report on the placement and training of participants in MP, KZN, GP, EC provinces. • Recruitment and induction of unemployed youth in the WC, NC, NW, LP and FS provinces.	Quarterly report on the placement and training of participants in all provinces.	Quarterly report on the placement and training of participants in all provinces.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented (continued):**				
	4.National Chefs Training Programme implemented in all provinces targeting 540 youth.	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces.	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces.	Graduations for the National Chefs Training Programme held.	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented (continued):**				
	5. Wine Service Training Programme implemented targeting 300 youth.	Quarterly report on the placement and training of participants of the Wine Service Training Programme.	Quarterly report on the placement and training of participants of the Wine Service Training Programme.	Quarterly report on the placement and training of participants of the Wine Service Training Programme.	Quarterly report on the placement and training of participants of the Wine Service Training Programme.
	6. Food Safety Quality Assurer Programme implemented targeting 1500 youth.	Procurement of service providers.	Recruitment and induction of unemployed youth in the Food Safety Quality Assurer programme	Quarterly report on the placement and training of participants of the Food Safety Quality Assurer programme.	Quarterly report on the placement and training of participants of the Food Safety Quality Assurer programme

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented (continued):**				
	7. Training of 60 Youth on Resource Efficiency: • North West • Northern Cape • Mpumalanga	• Stakeholder consultation undertaken. • Workshop with potential employers hosted. • Recruitment and selection of trainees.	Training and placement of youth.	Mentorship and coaching of trainees.	Mentorship and coaching of trainees.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented (continued):**				
	8 Four capacity building initiatives implemented for the Women in Tourism (WiT) Programme:				
	• One Board Development training for WiT Chapter Executives. • Three Business Development and Training Sessions.	Board Development training for WiT Chapter Executives.	Implementation of one capacity building initiative on Business Development and Training.	Implementation of one capacity building initiative on Business Development and Training.	Implementation of one capacity building initiative on Business Development and Training.

Programme 4: Tourism Sector Support Services Targets … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Number of capacity-building programmes implemented per year.	**Ten capacity building programmes implemented (continued):**				
	9.Executive Development Programme: 20 Black Women Trained.	• Training of 20 Black women commences at an institution of higher learning. • Graduation of the previous intake.	Continuous training of 20 Black women undertaken at an institution of higher learning.	Continuous training of 20 Black women undertaken at an institution of higher learning.	Close out report.
	10.Mentorship pilot programme implemented in partnership with industry.	Commence pilot of the mentorship programme.	Monitor Pilot of the mentorship programme.	Assess pilot mentorship programme.	Plan for national roll out of mentorship programme.

Programme 1: Corporate Management

Purpose:

Programme 1 provides strategic leadership, management and support services to the department.

Strategic Outcome-oriented goal:

Achieve good corporate and cooperative governance.

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

Strategic Objective 1: To ensure economic, efficient and effective use of departmental resources.	
Objective Statement	**Programme Performance Indicator (PPI)**
To achieve clean administration through proper financial and performance management, as well as compliance with applicable laws and regulations.	**PPI 1:** Audit outcome on financial and non-financial performance.
To attract, develop and retain a capable and skilled workforce in a caring work environment.	**PPI 2:** Vacancy rate.
	PPI 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan.
	PPI 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions.
To provide assurance through an internal audit service for good corporate governance.	**PPI 5:** Percentage implementation of the annual internal audit plan.

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

Strategic Objective 2: To enhance understanding and awareness of the value of tourism and its opportunities.	
Objective Statement	**Programme Performance Indicator (PPI)**
To implement a communication strategy that creates awareness about and enables access to departmental programmes.	**PPI 6:** Percentage implementation of the communication strategy.
Strategic objective 4: To contribute to economic transformation in South Africa	
To align departmental expenditure to contribute to the government's economic transformation agenda.	**PPI 7:** Percentage procurement of goods and services from Broad-based Black Economic Empowerment (B-BBEE) compliant businesses and SMMEs.

Programme 1: Corporate Management

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 1: Audit outcome on financial and non-financial performance.	Unqualified audit on financial and non-financial performance.	Financial statements and non-financial information submitted to AGSA and NT.	-	• Implementation plan developed as per AGSA outcomes. • Review of internal control measures.	-
PPI 2: Vacancy rate.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.

Programme 1: Corporate Management … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan.	Maintain minimum of 50% women representation at SMS level.	Maintain minimum of 50% women representation at SMS level.	Maintain minimum of 50% women representation at SMS level.	Maintain minimum of 50% women representation at SMS level.	Maintain minimum of 50% women representation at SMS level.
	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.
	Maintain minimum of 91.5% Black representation.	Maintain minimum of 91.5% Black representation.	Maintain minimum of 91.5% Black representation.	Maintain minimum of 91.5% Black representation.	Maintain minimum of 91.5% Black representation.

Programme 1: Corporate Management … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 4: Percentage implementation of Work Place Skills Plan (WSP) with defined targeted training interventions.	Development and 100% implementation of WSP.	Development and 25% implementation of WSP.	30% implementation of WSP.	25% implementation of WSP.	20% implementation of WSP.
PPI 5: Percentage implementation of the annual internal audit plan.	100% implementation of the annual internal audit plan.	30% implementation of the annual internal audit plan.	30% implementation of the annual internal audit plan.	30% implementation of the annual internal audit plan.	10% implementation of the annual internal audit plan.

Programme 1: Corporate Management … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 6: Percentage implementation of the communication strategy.	Implement 2019/20 communications strategy targets as indicated in the implementation plan.	100% implementation of the quarter one requirements of the annual implementation plan of the department's communication strategy.	100% implementation of the quarter two requirements of the annual implementation plan of the department's communication strategy.	100% implementation of the quarter three requirements of the annual implementation plan of the department's communication strategy.	100% implementation of the quarter four requirements of the annual implementation plan of the department's communication strategy.

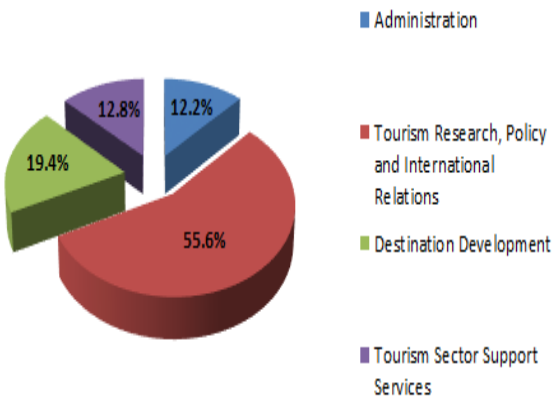
Programme 1: Corporate Management … continued

Programme Performance Indicators	2019/20 Annual Target	2019/20 Quarterly Targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
PPI 7: Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5.	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5.
	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.

Departmental Medium-Term Expenditure Framework (MTEF) Baseline (Per Programme)

Programme	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Administration	271 415	**12.0%**	291 494	**12.2%**	304 428	**12.0%**	323 073	**12.2%**
Tourism Research, Policy and International Relations	1 281 995	**56.7%**	1 331 053	**55.6%**	1 405 460	**55.4%**	1 479 755	**55.9%**
Destination Development	401 754	**17.8%**	463 297	**19.4%**	495 728	**19.5%**	529 980	**20.0%**
Tourism Sector Support Services	306 653	**13.6%**	306 826	**12.8%**	330 547	**13.0%**	315 710	**11.9%**
TOTAL	**2 261 817**		**2 392 670**		**2 536 163**		**2 648 518**	

2019/20



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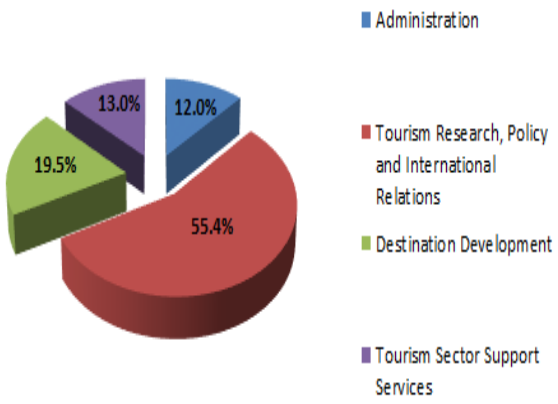

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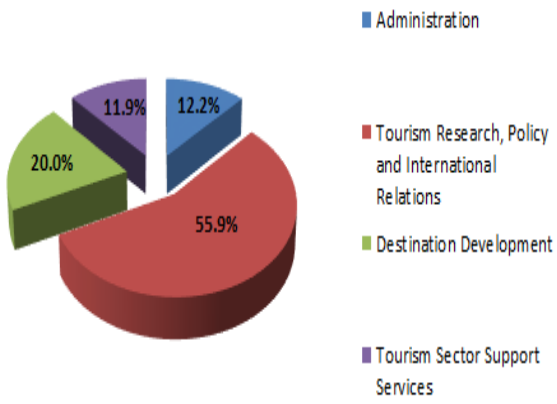
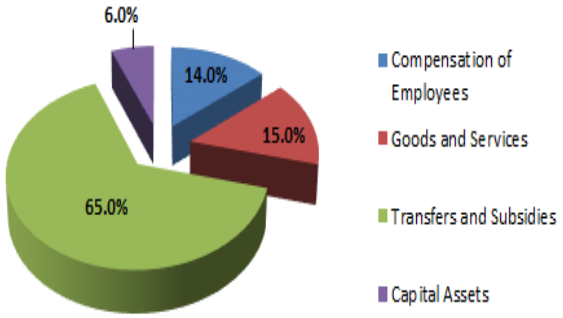


Departmental MTEF Baseline (Economic Classification)

Economic Classification	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Compensation of Employees	310 353	**13.7%**	334 372	**14.0%**	360 271	**14.2%**	383 696	**14.5%**
Goods and Services	245 560	**10.9%**	359 183	**15.0%**	380 848	**15.0%**	407 736	**15.4%**
Transfers and Subsidies	1 481 808	**65.5%**	1 554 475	**65.0%**	1 645 842	**64.9%**	1 699 803	**64.2%**
Capital Assets	224 096	**9.9%**	144 640	**6.0%**	149 202	**5.9%**	157 283	**5.9%**
TOTAL	**2 261 817**		**2 392 670**		**2 536 163**		**2 648 518**	

2019/20



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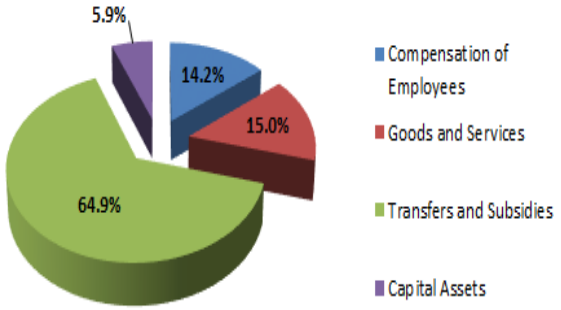

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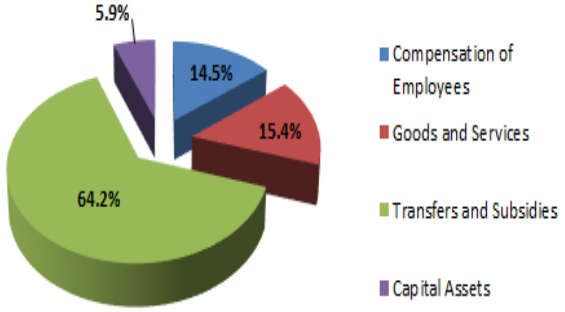
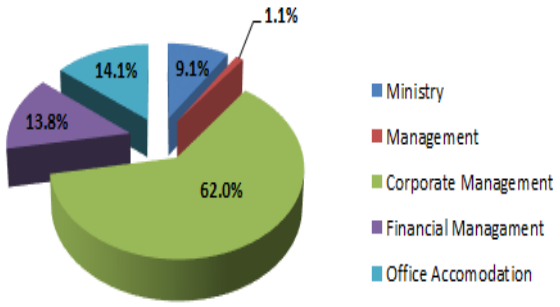


MTEF Baseline - Programme 1: Administration (Per Sub-programme)

Sub - Programme	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Ministry	23 603	8.7%	26 406	9.1%	28 109	9.2%	29 792	9.2%
Management	2 665	1.0%	3 342	1.1%	3 576	1.2%	3 801	1.2%
Corporate Management	172 662	63.6%	180 675	62.0%	186 741	61.3%	198 225	61.4%
Financial Managament	34 955	12.9%	40 089	13.8%	42 793	14.1%	45 713	14.1%
Office Accomodation	37 530	13.8%	40 982	14.1%	43 209	14.2%	45 542	14.1%
TOTAL	**271 415**		**291 494**		**304 428**		**323 073**	

2019/20



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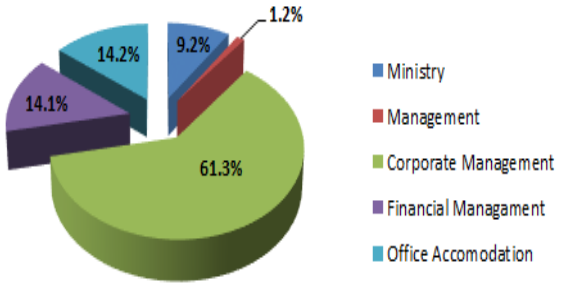

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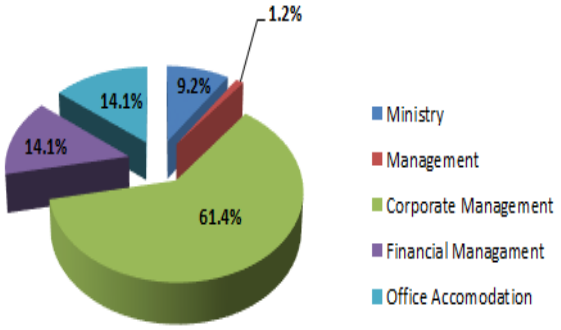
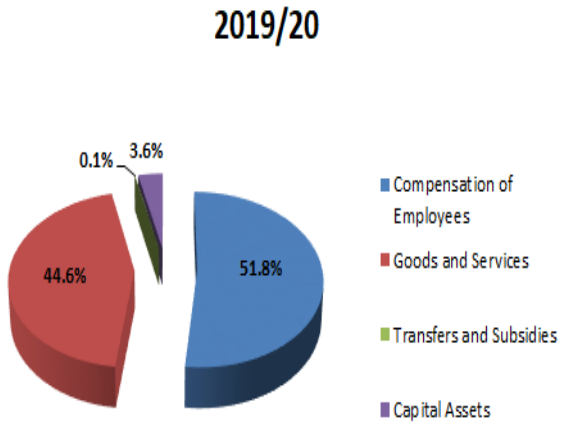
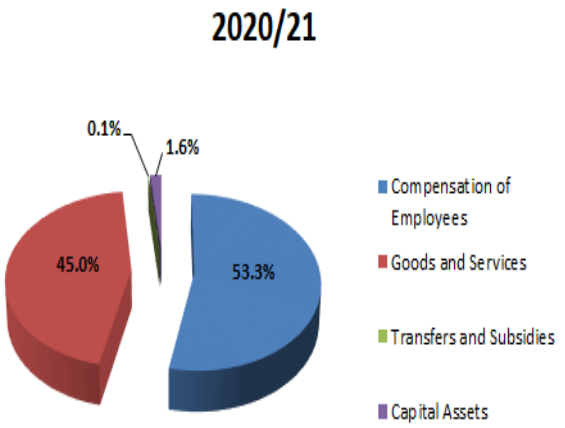
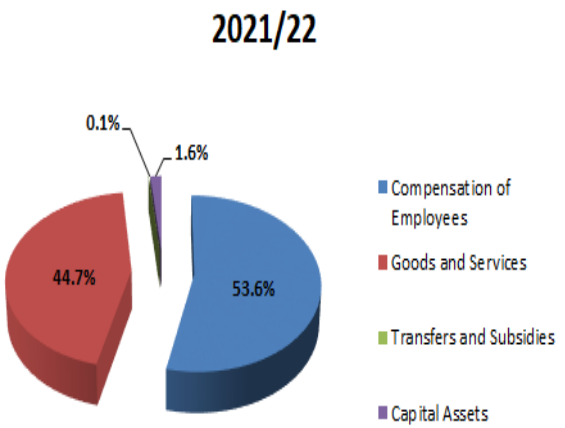


MTEF Baseline - Programme 1: Administration (Economic Classification)

Economic Classification	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Compensation of Employees	147 936	**54.5%**	151 010	**51.8%**	162 313	**53.3%**	173 290	**53.6%**
Goods and Services	118 391	**43.6%**	129 938	**44.6%**	136 992	**45.0%**	144 385	**44.7%**
Transfers and Subsidies	179	**0.1%**	157	**0.1%**	172	**0.1%**	181	**0.1%**
Capital Assets	4 909	**1.8%**	10 389	**3.6%**	4 951	**1.6%**	5 217	**1.6%**
TOTAL	**271 415**		**291 494**		**304 428**		**323 073**	



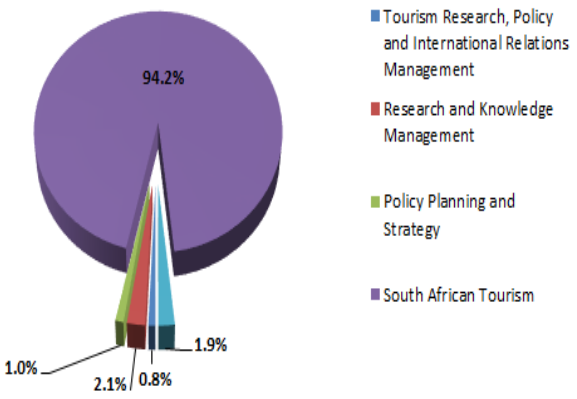




MTEF Baseline - Programme 2: Tourism Research, Policy and International Relations (Per Sub-programme)

Sub - Programme	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Tourism Research, Policy and International Relations Management	8 655	0.7%	10 639	0.8%	11 360	0.8%	11 714	0.8%
Research and Knowledge Management	26 298	2.1%	28 101	2.1%	29 961	2.1%	31 906	2.2%
Policy Planning and Strategy	11 709	0.9%	12 868	1.0%	13 747	1.0%	14 665	1.0%
South African Tourism	1 208 048	94.2%	1 254 161	94.2%	1 323 456	94.2%	1 392 808	94.1%
International Relations and Cooperation	27 285	2.1%	25 284	1.9%	26 936	1.9%	28 662	1.9%
TOTAL	**1 281 995**		**1 331 053**		**1 405 460**		**1 479 755**	

2019/20



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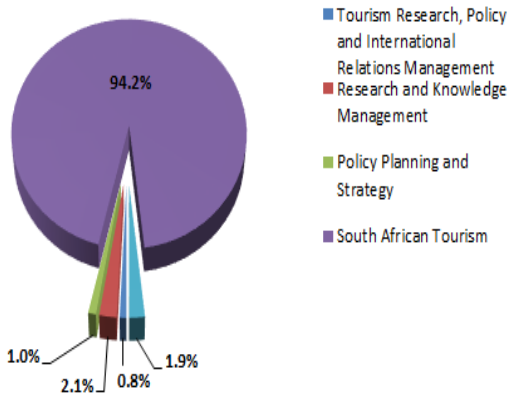

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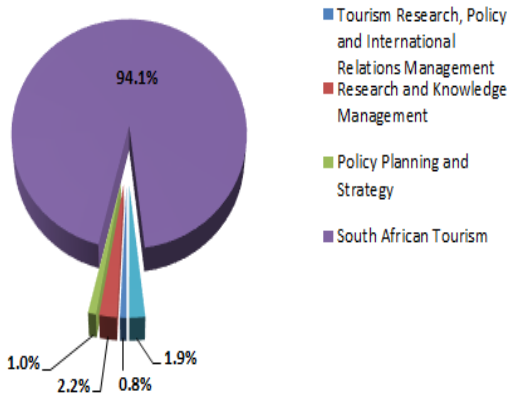
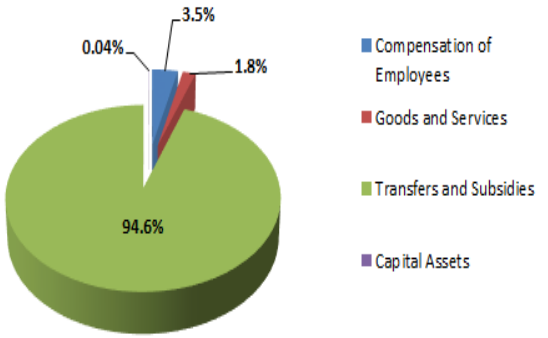


MTEF Baseline - Programme 2: Tourism Research, Policy and International Relations (Economic Classification)

Economic Classification	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Compensation of Employees	45 455	**3.5%**	46 925	**3.5%**	50 410	**3.6%**	53 648	**3.6%**
Goods and Services	21 476	**1.7%**	23 812	**1.8%**	25 106	**1.8%**	26 459	**1.8%**
Transfers and Subsidies	1 214 535	**94.7%**	1 259 835	**94.6%**	1 329 438	**94.6%**	1 399 113	**94.6%**
Capital Assets	529	**0.0%**	481	**0.04%**	506	**0.04%**	535	**0.04%**
TOTAL	**1 281 995**		**1 331 053**		**1 405 460**		**1 479 755**	

2019/20



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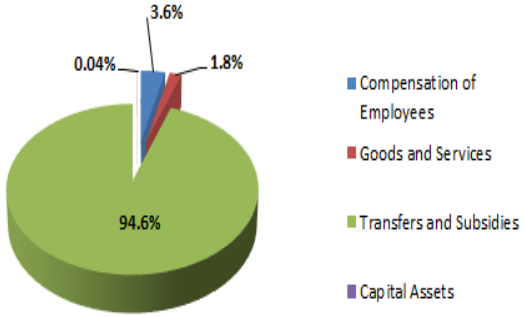
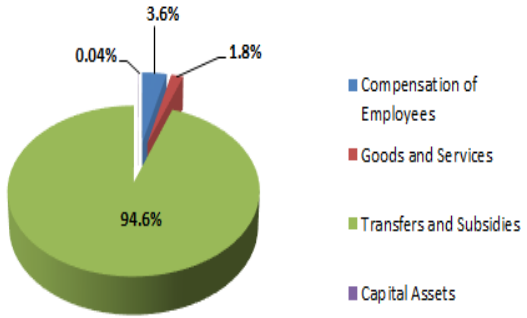
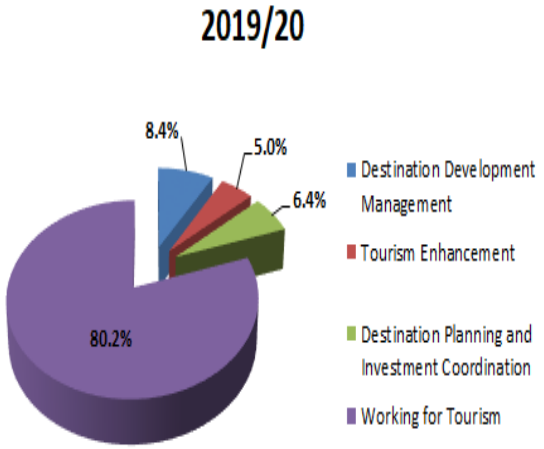


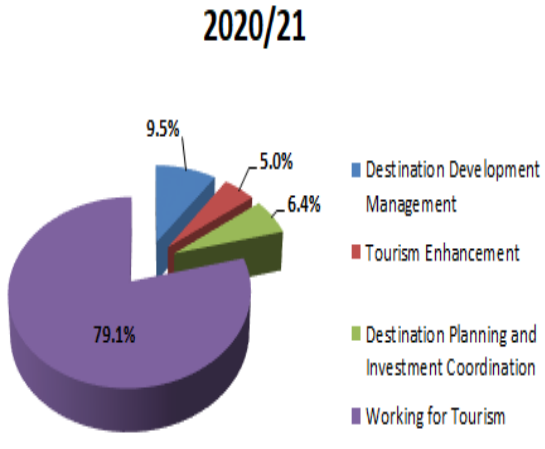
2021/22

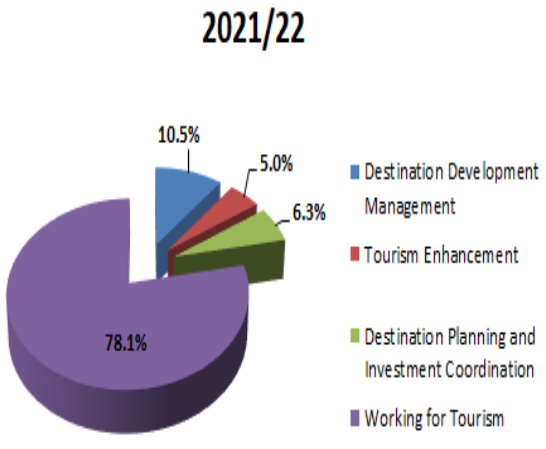


MTEF Baseline - Programme 3: Destination Development (Per Sub-programme)

Sub - Programme	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Destination Development Management	20 311	**5.1%**	38 965	**8.4%**	47 164	**9.5%**	55 853	**10.5%**
Tourism Enhancement	18 962	**4.7%**	23 333	**5.0%**	24 869	**5.0%**	26 475	**5.0%**
Destination Planning and Investment Coordination	27 695	**6.9%**	29 655	**6.4%**	31 602	**6.4%**	33 636	**6.3%**
Working for Tourism	334 786	**83.3%**	371 344	**80.2%**	392 093	**79.1%**	414 016	**78.1%**
TOTAL	**401 754**		**463 297**		**495 728**		**529 980**	



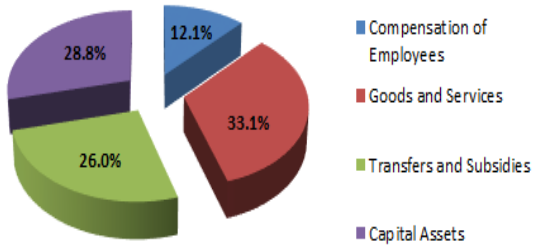




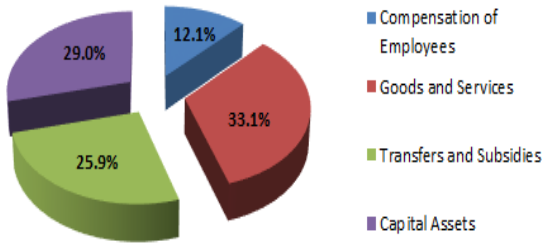
MTEF Baseline - Programme 3: Destination Development (Economic Classification)

Economic Classification	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Compensation of Employees	48 334	**12.0%**	55 831	**12.1%**	59 940	**12.1%**	64 229	**12.1%**
Goods and Services	53 663	**13.4%**	153 469	**33.1%**	163 954	**33.1%**	179 140	**33.8%**
Transfers and Subsidies	81 440	**20.3%**	120 423	**26.0%**	128 296	**25.9%**	135 299	**25.5%**
Capital Assets	218 317	**54.3%**	133 574	**28.8%**	143 538	**29.0%**	151 312	**28.6%**
TOTAL	**401 754**		**463 297**		**495 728**		**529 980**	

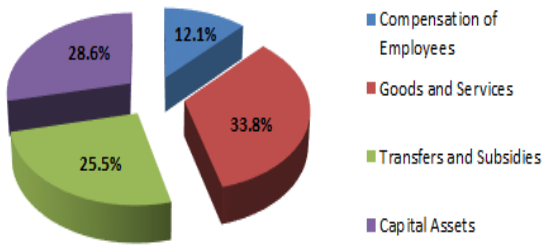
2019/20



2020/21

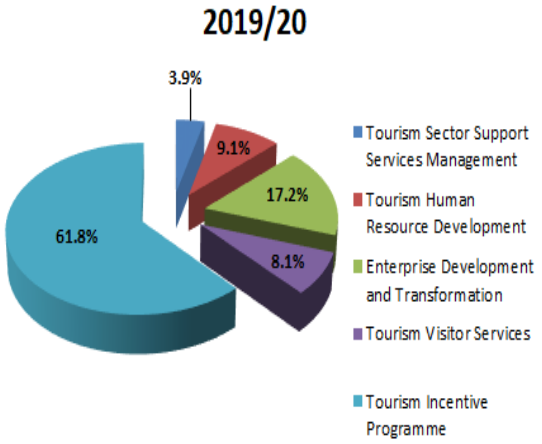


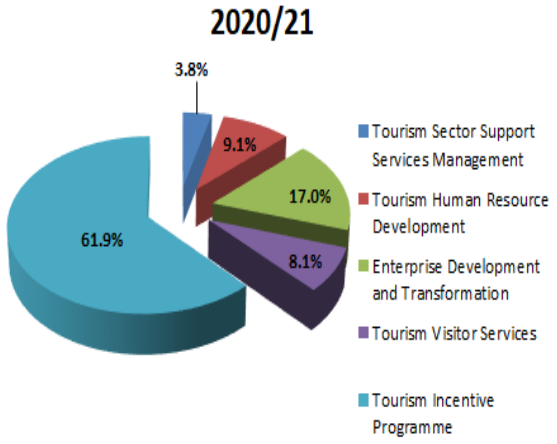
2021/22

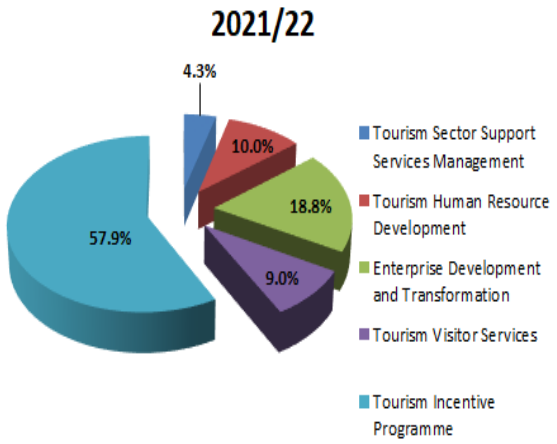


MTEF Baseline - Programme 4: Tourism Sector Support Services (Per Sub-programme)

Programme	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Tourism Sector Support Services Management	12 679	**4.1%**	11 893	**3.9%**	12 643	**3.8%**	13 425	**4.3%**
Tourism Human Resource Development	22 596	**7.4%**	27 890	**9.1%**	30 038	**9.1%**	31 680	**10.0%**
Enterprise Development and Transformation	49 652	**16.2%**	52 655	**17.2%**	56 300	**17.0%**	59 365	**18.8%**
Tourism Visitor Services	22 949	**7.5%**	24 875	**8.1%**	26 934	**8.1%**	28 416	**9.0%**
Tourism Incentive Programme	198 777	**64.8%**	189 513	**61.8%**	204 632	**61.9%**	182 824	**57.9%**
TOTAL	**306 653**		**306 826**		**330 547**		**315 710**	



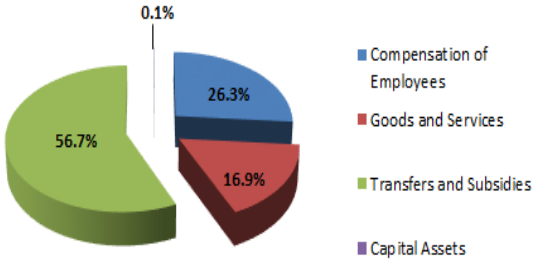




MTEF Baseline - Programme 4: Tourism Sector Support Services (Economic Classification)

Economic Classification	2018/19 R'000	% of Total	2019/20 R'000	% of Total	2020/21 R'000	% of Total	2021/22 R'000	% of Total
Compensation of Employees	68 628	**22.4%**	80 606	**26.3%**	87 608	**26.5%**	92 529	**29.3%**
Goods and Services	52 030	**17.0%**	51 964	**16.9%**	54 796	**16.6%**	57 752	**18.3%**
Transfers and Subsidies	185 654	**60.5%**	174 060	**56.7%**	187 936	**56.9%**	165 210	**52.3%**
Capital Assets	341	**0.1%**	196	**0.1%**	207	**0.1%**	219	**0.1%**
TOTAL	**306 653**		**306 826**		**330 547**		**315 710**	

2019/20



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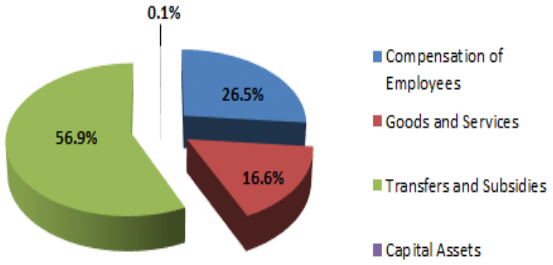

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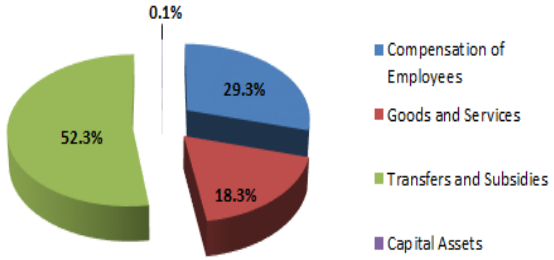

List of Acronyms / Abbreviations

AGSA:	**Auditor-General of South Africa**
B-BBEE:	**broad-based black economic empowerment**
CMT:	**Coastal and Marine Tourism**
EPWP:	**Expanded Public Works Programme**
GDP:	**Gross Domestic product**
GTIP:	**Green Tourism Incentive Programme**
MASP:	**Market Access Support Programme**
MoA:	**Memorandum of Agreement**
MTEF:	**Medium-term Expenditure Framework**
M&E:	**Monitoring and Evaluation**
NDP:	**National Development Plan**
NGO:	**New Growth Path**
NT:	**National Treasury**
NTCE:	**National Tourism Careers Expo**
NTIMS:	**National Tourism Information and Monitoring System**
NTSS:	**National Tourism Sector Strategy**
PPI:	**Programme Performance Indicator**
SO:	**Strategic Objective**
SMME:	**Small, Medium and Macro Enterprise**
SMS:	**senior management service**
STR:	**State of Tourism Report**
TEF:	**Tourism Equity Fund**
ToR:	**Terms of Reference**
TGSP:	**Tourism Grading Support Programme**
TTF:	**Tourism Transformation Programme**
VIC:	**Visitor Information Centre**
WHS:	**World Heritage Site**
WiT:	**Women in Tourism**
WHS:	**Workplace Skills Plan**

Thank You