



ANNUAL PERFORMANCE PLAN 2020/21 - 2022/23



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



Inspiring new ways

TABLE OF CONTENT

List of Acronyms and Abbreviations	2		
Foreword by the Minister	5		
Message by the Deputy Minister of Tourism	7		
Statement by Accounting Officer	9		
Official Sign-Off	12		
PART A: OUR MANDATE	13		
1. Updates to the relevant legislative and policy mandates	14		
1.1 Legislative mandate	14		
1.2 Policy mandate	14		
2. Updates to Institutional Policies and Strategies	14		
3. Updates to Relevant Court Rulings	14		
PART B: OUR STRATEGIC FOCUS	15		
4. Updated Situation Analysis	16		
4.1 External Environment Analysis	16		
4.2 Internal Environment analysis	21		
PART C: MEASURING OUR PERFORMANCE	23		
5. Institutional Programme Performance Information	24		
Programme 1: Corporate Management	24		
5.1 Outcomes, Outputs, Performance Indicators and Targets	24		
5.2 Indicators, Annual and Quarterly Targets	28		
5.3 Planned Performance over the Medium-Term Period	31		
5.4 Programme Resource Considerations	32		
Programme 2: Tourism Research, Policy and International Relations	34		
5.5 Outcomes, Outputs, Performance Indicators and Targets	34		
5.6 Indicators, Annual and Quarterly Targets	39		
5.7 Planned Performance over the Medium-Term Period	41		
5.8 Programme Resource Considerations	43		
Programme 3: Destination Development	44		
5.9 Outcomes, Outputs, Performance Indicators and Targets	44		
5.10 Indicators, Annual and Quarterly Targets	48		
5.11 Explanation of Planned Performance over the Medium-Term Period	51		
5.12 Programme Resource Considerations	52		
Programme 4: Tourism Sector Support Services	53		
5.13 Outcomes, Outputs, Performance Indicators and Targets	53		
5.14 Indicators, Annual and Quarterly Targets	59		
5.15 Explanation of Planned Performance over the Medium-Term Period	63		
5.16 Programme Resource Considerations	64		
7. Updated Key Risks	65		
8. Public Entities	67		
9. Infrastructure Projects	68		
10. Public Private Partnership	68		
PART D: TECHNICAL INDICATOR DESCRIPTION (TID)	69		
LIST OF TABLES			
Table 1: Programme 1 Outcomes, Outputs, Performance Indicators and Targets	24		
Table 2: Programme 1 Indicators, Annual and Quarterly Targets	28		
Table 3: Programme 2 Outcomes, Outputs, Performance Indicators and Targets	34		
Table 4: Programme 2 Indicators, Annual and Quarterly Targets	39		
Table 5: Programme 3 Outcomes, Outputs, Performance Indicators and Targets	44		
Table 6: Programme 3 Indicators, Annual and Quarterly Targets	48		
Table 7: Programme 4 Outcomes, Outputs, Performance Indicators and Targets	53		
Table 8: Programme 4 Indicators, Annual and Quarterly Targets	59		
Table 9: Updated Key Risks	65		
Table 10: Public Entity	67		
Table 11: Infrastructure Projects	68		
Table 12: Programme 1 Technical Indicator Descriptions	70		
Table 13: Programme 2 Technical Indicator Descriptions	81		
Table 14: Programme 3 Technical Indicator Descriptions	87		
Table 15: Programme 4 Technical Indicator Descriptions	90		

LIST OF ACRONYMS AND ABBREVIATIONS

AfCFTA	African Continental Free Trade Area	ED	Enterprise Development
AGSA	Auditor-General of South Africa	EDP	Executive Development Programme
APP	Annual Performance Plan	EDTP	Enterprise Development and Transformation Programme
AU	African Union	EPWP	Expanded Public Works Programme
AUC	African Union Commission	ESD	Enterprise and Supplier Development
B-BBEE	Broad-Based Black Economic Empowerment	EU	European Union
CMT	Coastal and Marine Tourism	GDP	Gross Domestic Product
COVID-19	Coronavirus disease 2019, also referred to as Coronavirus	HYP	Hospitality Youth Programme
CTP	Chefs Training Programme	IDC	Industrial Development Corporation
DDG	Deputy Director-General	ILO	International Labour Organization
DDM	District Development Model	IORA	Indian Ocean Rim Association
DG	Director-General	IT	Information Technology
DPSA	Department of Public Service and Administration	IMF	International Monetary Fund
DT	Domestic Tourism	J2SE	Journey 2 Service Excellence
DTGS	Domestic Tourism Growth Strategy	KZN	KwaZulu-Natal
dti	Department of Trade and Industry	LP	Limpopo Province
DWS	Department of Water and Sanitation	MASP	Market Access Support Programme

MICE	Meetings, Incentives, Conferences and Exhibitions
MoA	Memorandum of Agreement
M&E	Monitoring and Evaluation
MMS	Middle Management Services
MTBPS	Medium-Term Budget Policy Statement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NC	Northern Cape
NDP	National Development Plan
NGP	New Growth Path
NT	National Treasury
NTCE	National Tourism Careers Expo
NTIMS	National Tourism Information and Monitoring System
NTSS	National Tourism Sector Strategy
NVM&IMS	National Visitor Membership and Information Management System
NYCTP	National Youth Chefs Training Programme
PWD	People with Disabilities
RMC	Risk Management Committee
RPL	Recognition of Prior Learning

RT	Rail Tourism
SACU	Southern African Customs Union
SADC	Southern African Development Community
SARB	South African Reserve Bank
SA Tourism	South African Tourism
SDGs	Sustainable Development Goals
SIPDM	Standard for Infrastructure Procurement and Delivery Management
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SOEs	State-Owned Enterprises
SONA	State of the Nation Address
Stats SA	Statistics South Africa
STR	State of Tourism Report
TBCSA	Tourism Business Council of South Africa
TEF	Tourism Equity Fund
TEIP	Tourism Environmental Implementation Plan
TGSP	Tourism Grading Support Programme
THRD	Tourism Human Resource Development



TIP	Tourism Incentive Programme
ToR	Terms of Reference
TTF	Tourism Transformation Fund
UIF	Unemployment Insurance Fund
UK	United Kingdom
UN	United Nations
UNWTO	United Nations World Tourism Organization
VIC	Visitor Information Centre
WC	Western Cape

WEF	World Economic Forum
WEO	World Economic Outlook
WfT	Working for Tourism
WHO	World Health Organization
WHS	World Heritage Site
WiT	Women in Tourism
WSP	Workplace Skills Plan
WTTC	World Travel and Tourism Council

FOREWORD BY THE MINISTER



“ Domestic travel on the other hand has experienced significant growth, growing from 2,6 million holiday trips in the period January to December 2018 to 7,1 million holiday trips in the same period in 2019. This is a clear demonstration that the activities that we have put in place to promote domestic tourism are starting to bear fruits. ”

In 2019, 1,5 billion international tourist arrivals were recorded globally according to the United Nations World Tourism Organization (UNWTO). This represents a 4% increase on the previous year making it the 10th consecutive year of growth of the global tourism sector. However, the 2019 growth was slower compared to the exceptional growth rates of 2017 and 2018 and this has been attributed to the uncertainty surrounding Brexit, the collapse of Thomas Cook, geopolitical and social tensions and the global economic slowdown.

Based on the trends as of January 2020, economic prospects and the UNWTO Confidence Index, UNWTO had forecasted a growth of 3% to 4% in international tourist arrivals worldwide in 2020. This forecast had not accounted for the outbreak of the Coronavirus disease 2019 (COVID-19) and its impact on the global tourism industry. This means that this forecast will have to be revised downwards as no growth is expected for tourism anywhere in the world. The preliminary forecast was that the sector would decline by up to 30% globally as a result of COVID-19. However, it is increasingly becoming evident that this may be a gross underestimation of the actual impact.

Africa, in 2019, grew at a global of 4% buoyed by continued strong results in North Africa (+9%) while arrivals in Sub-Saharan Africa grew slower at 1,5%. The Sub-Saharan African performance can be attributed to the fact that the region has the least-developed

infrastructure in the world, clogging up the vital arteries of travel and tourism according to the World Economic Forum's Travel and Tourism Competitive Index Report. Despite these challenges, the region was the second fastest growing tourism region in the world.

In 2019, total tourist arrivals (10 228 593), In South Africa, went down by -2,3% (-243 512) for the January to December 2019 period compared to the same period in 2018 (10 472 105). The indications are that the numbers for the financial year 2019/2020 will be lower than that of 2018/2019. This drop can be attributed to a number of reasons, the major reason being the tensions related to foreign nationals that arose in September 2019. This means that more work needs to be done to restore brand South Africa and work towards building a better Africa and world. This drop was envisaged to be further exacerbated by the outbreak of COVID-19 which was already having a devastating impact on the tourism industry and continues to do so.

Domestic travel on the other hand has experienced significant growth, growing from 2,6 million holiday trips in the period January to December 2018 to 7,1 million holiday trips in the same period in 2019. This is a clear demonstration that the activities that we have put in place to promote domestic tourism are starting to bear fruits. We will intensify these efforts so that the number of domestic holidays continues to grow.

This year's Annual Performance Plan (APP) specifies actions that will be undertaken by the Department for our country to achieve Economic Transformation and Job Creation and A Better Africa and World. This financial year will be first year in the implementation of the five-year strategic plan 2020–2025.

However, the breakout of the COVID-19 pandemic in the beginning of this year, which took the world by surprise, has curtailed economic activities, sending the global economy into a recession. Every sector of the economy has been negatively affected and the travel and tourism sector, in particular, has been the worst hit. In responding to the pandemic, countries around the world put measures in place to ensure that they contain the spread. These measures ranged from the closing of borders, to travel restrictions and the imposition of lockdowns. South Africa's full national lockdown, imposed as part of the National State of Disaster, commenced on 26 March 2020. This means that since that day, the supply and demand side of the tourism industry have temporarily collapsed and as a result, tourism has ground to a halt.

Because of the pandemic, our work in this financial year will be severely affected to the extent that we have had to revise our plans to what is achievable in the context of lockdown. While some programmes had to be stopped completely in this financial year, others will only commence in the third and the fourth quarter. Destination Development and Tourism Sector Support Services are the two departmental programmes whose projects have been affected most severely.

The Department will now focus its attention in ensuring that the back office planning work is prioritised given that it may not be feasible to undertake infrastructure rollout within the current Risk Adjusted Strategy for management of the COVID-19 pandemic. It will focus on strengthening its capacity to plan and implement tourism infrastructure development projects, and develop spatial masterplans with greater emphasis on socio-economically depressed regions and in alignment with the District Delivery Model.

In this financial year, we are going to review all our policies so that they align with the new realities of the global travel and tourism industry and also help to achieve growth in the sector going forward. The first White Paper for the tourism sector under the democratic Government was published in 1996 and since then the sector has undergone major changes. These changes include new technological developments, climate change and the focus on

sustainable tourism. The review of the White Paper and other pieces of legislation related to the tourism sector will determine which aspects of these policies should be retained and which ones should be changed to enhance the tourism sector performance.

Women participation in the tourism sector remains a huge concern for us. In this regard, there will be increased focus on programmes designed to empower women and make their participation count in the sector. The Department will continue to implement the Executive Development Programme for Women in Tourism (WiT) in partnership with UNISA. Twenty black women will be enrolled in the programme in this financial year.

Similarly, our programmes on youth empowerment will continue. These include introducing new programmes such as empowering youth trained in food services to become owners and operators in the food services business through the virtual platforms. This is in addition to the youth Small, Medium and Micro Enterprises (SMME) development programmes and a vast array of skills development programmes targeted at the youth.

Most importantly, our focus will also firmly shift to working with industry on a robust recovery plan, entailing survival, recovery and ultimately success. We call upon industry to respond to the Risk-Adjusted Strategy with a view to prepare for readiness as new sectors are introduced at the various risk levels of the strategy. As South Africans, we have proven our resilience when faced with difficulties and even now I am confident that we will weather the storm.

I take this opportunity to show appreciate the support I continue to receive from Deputy Minister Mahlalela. To the Director-General Mr Victor Tharage, thank you for your leadership of the Department, and support of my vision. To the Management and entire staff thank you for your continued hard work and dedication in ensuring that, we serve the Republic and its people to our best ability; to all our stakeholders, thank you for your partnership.



Ms Mmamoloko Kubayi-Ngubane, MP
Minister of Tourism

MESSAGE BY THE DEPUTY MINISTER OF TOURISM



“ Responsible tourism is central to our policy for the development of tourism in South Africa. We are keen to accelerate the growth of tourism in this country, but this cannot be done at all costs. We want to ensure that the manner in which tourism develops in this country is based on the principles of sustainability. ”

The Department’s Strategic Plan was revised in line with the 2019-2024 Medium-Term Strategic Framework (MTSF). The 2020/21-2022/23 APP, initially tabled in March 2020, was developed as the implementation plan of the strategy. We had deliberately designed the interventions contained in the APP to achieve the effect of transforming the tourism sector to one that contributes to the economy through Gross Domestic Product (GDP), foreign currency earning, and job creation with meaningful participation of all South Africans in the economy.

With South Africa’s diverse product offering, our visitors are spoiled for choice. The Department of Tourism continues to lead the effort to further improve and diversify the infrastructure development and enhancement of our tourism facilities and assets. We will continue to ensure that this product base is supported by concomitant improvements in the levels of service for the tourism sector. Our quality assurance system remains critical to this effort. We will update the policy to ensure it is modern and relevant to the developments in the sector. We will do so in order to ensure South Africa improves its competitiveness. However, these will be in the medium-term as we are currently faced with an unprecedented pandemic, COVID-19, that has brought the entire world to a standstill.

As a service industry, we remain committed to ensure that at all touchpoints, our visitors will be met with competent and skilled frontline service staff post COVID-19. We have a

diverse range of capacity development initiatives outlined in our Plan. Through these, our young people will have the opportunity to gain skills for entrepreneurship, and improved employability through our various training programmes. These include a programme to capacitate tourist guides, Food Safety Quality Assurers Programme in nine provinces targeting 500 youth, Wine Service Training Programme (Sommelier) targeting 252 youth, Hospitality Youth Programme (HYP) Fast Food in the KZN, WC, NW, GP and MP provinces, as well as 20 black women enrolled in the Executive Development Programme. We are mindful that the future of service industries, particularly those like in the travel and tourism sector, which depend on human contact, is currently being redefined. As a Department, we will carefully look into the nature, character, skills and expertise of the future of work in the sector given the changes brought by the pandemic. We have also taken into account the need to further develop a comprehensive disaster mitigation framework for the sector, which will guide our response to future disasters.

Responsible tourism is central to our policy for the development of tourism in South Africa. We are keen to accelerate the growth of tourism in this country, but this cannot be done at all costs. We want to ensure that the manner in which tourism develops in this country is based on the principles of sustainability. Our aim is that tourism development and activities must deliver on the triple bottom line of economic, social and environmental sustainability. Our

actions and those of our visitors must have due respect for our people and our environment. It is important that these aspects form part of the COVID-19 recovery plan. We all know that often, such matters may tend to take a back seat in times of crisis but hold the key mitigation of potential future disasters.

Leisure and business events provide an opportunity for the growth of arrivals to our shores as well as moving people within the country. We will continue to support the design of attractive leisure events that bring people together to celebrate our rich culture and heritage. However, activation of such events will remain suspended during the lockdown period until it is safe to undertake these activities. This is important to influence an improved culture of tourism amongst South Africans. Post COVID-19, we will continue to bid for, and support the hosting of business events in South Africa. Cognisant of the manifestation of the impacts of the COVID-19 outbreak, we will collaborate with our partners particularly in the health sector to protect the well-being of our citizens and our visitors.

The Department recognises the importance of ongoing training and capacity building of the tourist guiding sector, and will continue to implement foreign language training through online approach. For 2020/21, we will focus on a new intake of Mandarin learners. We will also be planning for other foreign language training to be rolled out to prepare ourselves for the day that international travel resumes. We understand the tourist guides are one of our major casualties of this global pandemic. As a result, the Department has decided to offer

financial relief to freelance tourist guides that are not covered by any other relief fund offered by Government as part of our response to COVID-19.

To all who are yearning for that real South Africa tour, the time will come to explore our beautiful destination again and we will be ready to give you a warm welcome. Yes, the time will come again to step outside, see your country, meet new people and enjoy your diverse heritage.

To Minister Kubayi-Ngubane, you can be assured that we are ready to see the vision in these plans come to reality, giving expression to the commitments we have made to our people. Thank you to the Director-General and all staff in the Department for commitment and dedication towards the work that lies ahead to translate the dream about our future into practical steps, in order to see the dreams of South Africa through. It is through these detailed plans that service delivery will be achieved. We will continue to work tirelessly to grow the economy of our country.



Fish Mahlalela, MP

Deputy Minister of Tourism

STATEMENT BY ACCOUNTING OFFICER



“ For the growth of tourism to and within South Africa, the Department is committed to intervene in order to realise improvements in the tourism offering, the visitor experience, and in access to the destination, while deliberately ensuring that the tourism sector transformation levels improve significantly. ”

Following the finalisation of Government’s MTSF for 2019-2024, the Department has had an opportunity to develop its own medium-term plans that will deliver the aspirations of the 6th Administration in relation to tourism. The departmental plans support all seven priorities of Government in general but, specifically the following:

Priority 1: Capable, Ethical and Developmental State;

Priority 2: Economic Transformation and Job Creation; and

Priority 7: A Better Africa and World.

The National Development Plan (NDP), the Tourism Act, (Act No 3 of 2014) as well as the Re-imagined Industrial Strategy are instructive to the Department’s effort to grow tourism such that its contribution to the GDP and job creation is increased and that its work has the effect of transforming the sector to broaden participation in and benefits of tourism. For the growth of tourism to and within South Africa, the Department is committed to intervene in order to realise improvements in the tourism offering, the visitor experience, and in access to the destination, while deliberately ensuring that the tourism sector transformation levels improve significantly. Within the Department, we are committed to ensure that a capable, ethical and efficient organisation is maintained to support effective delivery of our mandate.

Our work in 2019/20 focused on:

- Facilitating tourism capacity building programmes for the sector focusing on training of young people. Skills level in the sector has a direct and significant impact on the experience of our visitors. Our programmes included the training of chefs, tourism data collectors, sommeliers, food safety practitioners, experiential training at restaurants as well as the Executive Development Programme for Women.
- Destination planning initiatives including finalisation of masterplans for selected nodes and development of a budget resort brand for South Africa.
- Work continued with regard to some destination enhancement projects including construction of the Dinosaur Interpretation Centre at Golden Gate in the Free State,
- Improving knowledge services to inform policy, planning and decision-making. We added more resources towards improving our monitoring and evaluation capabilities.
- The Tourism Incentive Programme was implemented to support new entrants and drive transformation in the sector.
- The SMME support programme was implemented with four incubators supported in Mier, Manyeleti, Pilanesberg and Phalaborwa.
- Tourism Monitors Programme was rolled out as an intervention to promote visitor safety targeting all provinces; and

- Initiatives to support regional integration including the Ministerial session at the Tourism Indaba as well as the Best Practices Workshop were hosted.

Our 2020/21–2022/23 Plan was initially developed in the context of subdued projections for global economic performance and declining economic growth; domestically with South Africa entering into a recession in the fourth quarter of 2019. Economic performance was being significantly affected by various factors in the environment including safety concerns, the COVID-19 outbreak, trade tensions between the world's two largest economies and significant events in the aviation sector with the national carrier being placed under business rescue and its cancellation of routes that have a direct impact on the country's tourism markets. South Africa has reported an unemployment rate of 29,1%, significantly affecting youth and women in particular. With regard to our electricity supplier, the national grid is expected to continue experiencing challenges in the foreseeable future.

Tourism continues to offer many real opportunities for growth and with that transformation at various points along the value chain, with relatively low entry barriers. The strategy is intended to remain relevant in the digital age where changing tourist behaviour demands that destinations meet and exceed their expectations in a highly competitive environment. The digital revolution provides an opportunity for improving visitor experience, both in the provision of services but also in the innovation and creation of new experiences; more so when COVID-19 is completely redefining the business landscape. Thus, even further disrupting the already disrupted business models.

At a policy level, the sector enjoys a high level of prioritisation and support. Collaboration with roleplaying portfolios is well established and the levels of support from portfolios such as Home Affairs and Transport, amongst others, demonstrate that tourism is not just a priority for the Department but for the entire Government. This provides a good platform for driving our ambitions of achieving 21 million tourists by 2020.

The above backdrop defined the context within which the initial 2020/21 – 2022/23 Plan had to be implemented. However, that context has changed as a result of an unprecedented global health emergency, with the unparalleled impact of the COVID-19 pandemic on societies and livelihoods, which the world is currently facing. The tourism sector is among the sectors most affected by the pandemic. While this impact makes tourism vulnerable,

it nevertheless puts the sector in a unique position to contribute to wider recovery plans and actions. On this basis, the UNWTO issued a series of recommendations aimed at helping the recovery of the tourism sector. The recommendations are divided into three key areas namely 1) Managing the crisis and mitigating the impact, 2) Providing stimulus and accelerating recover, and 3) Preparing for tomorrow.

The recommendations are built on the premise that tourism is a major job creator and a lifeline for many economies. Given its proven importance at every level of society and its proven capacity to bounce back and drive the recovery of other sectors, the sector must be supported to sustain and grow jobs again. The recommendations therefore aim to provide an actionable framework to help countries mitigate the immediate impact of the pandemic on tourism, provide stimulus for recovery and guide the long-term development and resilience of the sector. However, they do not pretend to be definitive, as the pandemic will affect different countries in different ways and in varying degrees.

Looking forward, our plans are designed to realise progress in the following areas:-

- Improving our tourism assets and infrastructure thereby making South Africa a diverse and unique tourism destination. A diversified tourism product offering can contribute to broadening participation and can encourage tourists to interact with hosts and services providers beyond the mainstream providers.
- Offering excellent service and creating memorable experiences, which meet and exceed the expectations of tourists. This includes addressing the safety concerns of visitors; and effectively marketing our destination domestically and internationally in order to achieve growth of inbound tourism.
- Importantly, developing a culture of travel amongst South Africans supported by a diverse and responsive product range is necessary in order to fully benefit from the domestic market.
- Improving access for tourists through an enabling immigration facilitation and an enabling air transport capacity;
- Transforming the sector in order to broaden participation, improve ownership patterns and ensure that South Africans access the benefits that accrue from the tourism economy.
- Sustainability of Working for Tourism capital projects to ensure that communities benefit from tourism development.

There is an understanding that most of these will be fully implemented in the medium term and that at present, all efforts are focused on getting through the COVID-19 challenges and for effective response by the industry through the implementation of the Risk-Adjusted Strategy.

We will ensure continuous development of the organisation's capacity including digital skills, analytics capabilities, spatial planning skills as well as leadership and management development. In this regard, the Workplace Skills Plan and the personal development plans will reflect the needs of the Department and a changing travel and tourism landscape in developing these capabilities. We will endeavour to create the conditions suitable for improved organisational performance by implementing initiatives that build cohesion and strengthen teams, notwithstanding the measures in place to prevent the contraction and potential spread of COVID-19 in the workplace. It is important to indicate that COVID-19's impact on the business of the organisation directly affects the expenditure plans as well. In this regard, as the country reprioritises resources to fight the pandemic, the Department and of course the public entity will also be affected in terms of budget. Significant expenditure items such as international and domestic marketing, incentives such as market access and rollout of infrastructure projects through the Expanded Public Works Programme (EPWP) are unfortunately not feasible in the current environment. Indeed, this is highly unfortunate as there are a number of communities for whom the Department had to either complete their projects or start new ones in the current financial year. The Department will be engaging with these stakeholders to discuss the way forward. These would be resumed when the environment has considerably been restored and levels of risks reduced. It is for this reason that such resources must be redirected to fighting COVID-19 with the understanding that there will be an opportunity during the adjustment period at a later stage to present the recovery plans for recovery funding.

In conclusion, we are committed to seeing through the vision of Minister Kubayi-Ngubane in service to the people of South Africa. We are confident that under her leadership and with the support we have become accustomed to from Deputy Minister Mahlalela, we will be able to deliver on the aspirations of the 2019 – 2024 MTSF.

We look forward to our engagements with the oversight committees in Parliament. We have enjoyed a level of support from the Portfolio Committee on Tourism and Select Committee of Trade and Industry, Economic Development, Small Business Development, Tourism and Employment and Labour, and we look forward further to a fruitful relationship with these important stakeholders. We appreciate the support and cooperation of the industry and the communities we serve in the execution of the mandate of growing and developing tourism.

As always, I appreciate the dedication of our staff. The work ahead to implement this Plan depends on us fully committing to our values to always act ethically as we focus on serving our customers innovatively, while we hold each other accountable, and uplift one another through empowerment, recognition and respect.



Nkhumeleni Victor Tharage
Director-General

OFFICIAL SIGN-OFF

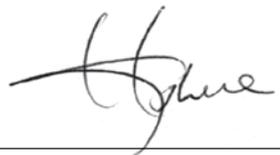
It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Department of Tourism under the guidance of the Minister Mmamoloko Kubayi-Ngubane, MP
- takes into account all the relevant policies, legislation and other mandates for which the Department of Tourism is responsible
- accurately reflects the Impact, Outcomes and Outputs which the Department of Tourism will endeavour to achieve in 2020/21 – 2023/24

Ms Lulama Duma

Signature: 
Deputy Director-General: Corporate Management

Ms Morongoa Ramphele

Signature: 
Deputy Director-General: Tourism Sector Support Services

Mr Nkhumeleni Victor Tharage

Signature: 
Accounting Officer

12

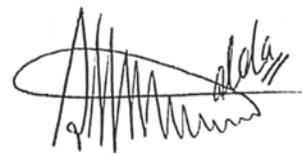
Ms Anemé Malan

Signature: 
Deputy Director-General: Tourism Research, Policy and International Relations

Mr Ralph Ackermann

Signature: 
Chief Financial Officer

Mr Fish Mahlalela, MP

Signature: 
Deputy Minister

Ms Shamilla Chettiar

Signature: 
Deputy Director-General: Destination Development

Ms Nomzamo Bhengu

Signature: 
Chief Director: Strategy and Systems

APPROVED BY

Ms Mmamoloko Kubayi-Ngubane, MP

Signature: 
Executive Authority

PART A

OUR MANDATE



1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

1.1 Legislative mandate

The Tourism Act (Act No 3 of 2014), aims to promote the practice of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors; provide for the effective domestic and international marketing of South Africa as a tourist destination; promote quality tourism products and services; promote growth in and development of the tourism sector, and enhance cooperation and coordination between all spheres of Government in developing and managing tourism.

1.2 Policy mandate

- The NDP is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The Re-imagined Industrial Strategy identifies tourism as one of the seven national priority sectors.

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

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The following policies and strategies are due for review within this medium term:

- National Tourism Sector Strategy, 2016
- White Paper on the Development and Promotion of Tourism in South Africa, 1996
- Tourism Act, 2014
- Tourism B-BBEE Charter

3. UPDATES TO RELEVANT COURT RULINGS

Not applicable.

PART B

OUR STRATEGIC FOCUS



4. UPDATED SITUATIONAL ANALYSIS

4.1 External Environmental Analysis

The COVID-19 outbreak, which was declared a pandemic by the World Health Organization (WHO) on 30 January 2020, started in China with the first case being reported on 31 December 2019 in Wuhan. The coronavirus outbreak rapidly spread to other countries, with COVID-19 cases reported in Thailand, Japan and South Korea by 20 January 2020, and Europe started reporting cases from this point. The rate of transmission intensified in the COVID-19 epicentre, and on 23 January 2020, the City of Wuhan was placed under lockdown by the Chinese government, prohibiting travel in and out of the city.

The spread of COVID-19 intensified across different parts of the world with South Africa reporting its first case on 5 March 2020. A state of National Disaster was declared on 15 March 2020 in terms of the Disaster Management Act in order to mitigate against the severity of the impact of COVID-19. On 23 March 2020, President Cyril Ramaphosa announced a nationwide lockdown starting on 27 March 2020 and ending on 16 April 2020, subsequently extending the lockdown to 30 April 2020. Government adopted a Risk-Adjusted Approach and the country was placed at a lower level of lockdown, Level 4, from 1 May 2020.

Countries across the world adopted similar measures in order to contain the transmission rate of the virus so that infections do not overwhelm their respective health systems. These necessary measures taken by the South African Government and other governments across the world have meant that travel and tourism activities will be greatly constrained in the coming year. With Tourism being among the hardest hit of all major economic sectors, the Department of Tourism has had to revise its approved APP for the 2020/21 financial year. This APP is therefore a re-tabling of the Department's APP for the 2020/21 financial year.

4.1.1 Impact of COVID-19 on the Global Economy

Various countries across the world have had to impose measures that are aimed at containing the spread of COVID-19. These measures include, amongst others, the closing of international borders, lockdowns, quarantine and social distancing. The measures had a

significant impact on the demand for goods and services in the global economy, with the services industry and manufacturing experiencing the sharpest decline as a result.

The impact of COVID-19 also resulted in tighter financial markets with increased risk aversion in credit extension. The tightening of global financial markets has prompted central banks across the world to engage in liquidity injections in their respective economies so as to avert a systemic liquidity crisis brought about by the impact of COVID-19. The impact of the virus has also accelerated the flow in the bond and equity markets from developing countries. Commodity prices have also experienced severe downward price pressure due to collapsing global demand, which is expected to ease with the recovery of the global economy in 2021.

The global economy is projected to experience a severe recession in 2020 due to the impact of COVID-19. The recession is expected to be deeper than the recent global financial crisis of the late 2000s. The International Monetary Fund (IMF) projects that the global economy's real GDP will contract by 3% for 2020¹, and start to experience a recovery and grow at 5,8% in 2021. Advanced economies are projected to be severely affected by the impact of COVID-19, with real GDP in advanced economies projected to contract by 6,1% for 2020 recovering in 2021 with an expected growth rate of 4,5%.

Emerging markets are also projected to largely experience negative real growth rates for 2020, with the Latin American and Caribbean region projected to grow at -5,2%, Middle East and central Asia at -2,3% and Sub-Saharan Africa at -1,6%. The global economy has also experienced large increases in unemployment due to the adverse impact of COVID-19 on the supply of labour given the necessary measures that had to be put in place, and as a result, unemployment insurance claims have increased globally in an effort to cushion workers.

The International Labour Organization (ILO) estimates that global working hours fell by 2,5% in the first quarter of 2020 compared to the fourth quarter of 2019. This translates to a fall equivalent to 130 million full-time jobs over the two quarters assuming a 48-hour working week. The ILO estimates further loss in global working hours in the second quarter of 2020, with a 10,5% decline in global working hours compared to the fourth quarter of 2019, representing an eight-percentage point decrease in the second quarter. This means that the global economy is estimated to lose 305 million full-time jobs in the first half of

¹ IMF. 2020. World Economic Outlook - The Great Lockdown. April 2020.

2020. Regionally the estimated declines in working hours lost for the first half of 2020 are as follows: Africa (9,6%), Americas (12,5%), Europe and Central Asia (11,8%), and lower to middle-income countries (12,5%).²

Globally, COVID-19 has had a varying impact on employment at a sectoral level with the following sectors being the hardest hit: wholesale and retail trade, manufacturing, accommodation and food services, and real estate. The ILO estimates that the second hardest hit sectors globally are: arts, entertainment and recreation, transport, storage and communication. Sectors that are less affected by loss of employment are: construction, finance and insurance services, mining and quarrying, agriculture, fishing and forestry, human health and social work activities, education, human health and public administration. Job losses in these sectors indicate the extent to which the tourism value chain is affected in terms of job losses.

4.1.2 Impact on the South African Economy

The impact of COVID-19 has not spared the South African economy. It should be noted that the South African economy was already reeling from two consecutive quarters of negative growth and a series of downgrades from rating agencies prior to the virus hitting our shores. The South African economy contracted by 0,8% and 1,4% in third quarter of 2019 and the fourth quarter of 2019, respectively.³ The unemployment rate has remained at 29,1% for both the third and fourth quarter of 2019.⁴ Trade experienced the highest fall in employment between the third and fourth quarter of 2019 which stood at 159 000, followed by the manufacturing sector at 39 000 and lastly utilities at 14 000.

In early 2020, South Africa; like other countries, adopted necessary measures to contain the spread of the virus so that the rate of infections does not overwhelm the health system. This meant that the economic activity of the South African economy experienced a further decline from the supply side followed by the demand side. The IMF projects the South African economy to contract by 5,8% in 2020, and expects it to recover, albeit from a lower base, in

2021 with an expected growth rate of 4%.⁵ As with other economies around the world, the South African financial markets experienced liquidity challenges.

It is important to state that the adverse impact of COVID-19 is felt within a context of an economy already in a difficult economic situation. Stats SA has conducted two surveys that assess the impact of COVID-19 on South African businesses. The surveys indicate that a high percentage of businesses experience below normal range turnover as a result of the impact of COVID-19, with 85,4% and 89,6% reporting this between 30 March 2020—13 April 2020 and 14 April 2020—30 April 2020, respectively. As expected, the measures put in place to contain the transmission of the virus led to the closure of some businesses, with 46,4% and 47,9% of businesses having closed their businesses during the two respective time periods of the survey.

The month of April 2020 understandably proved to be difficult for businesses to access financial resources given constrained liquidity conditions in the financial markets, and this spilled over to the banking sector. The Business Impact Survey indicates that 52,6% of businesses surveyed indicated that they could still access financial resources at the beginning of April 2020, and a significantly lower percentage, only 37,7% of businesses, had the same level of access between the middle and end of April 2020. This indicates that South African businesses were not spared from the tendency of global financial markets to tighten and become risk averse in the extension of credit facilities. Cash flow also emerged as an important factor for the continued existence of South African Business, where for the month of April on average 30% of businesses indicated that they could not operate for over a month without turnover generation, and the situation worsens when considering longer-term survival.

The South African labour market also experienced a fall in the demand for labour induced by drastic fall in capacity utilisation. Businesses have absorbed this shock through the reduction of labour time and short-term layoffs. Statistics South Africa (Stats SA) estimates that the two respective responses by businesses intensified during the month of April 2020, where

² ILO Monitor. 2020. COVID-19 and the World of Work. Third Edition. 26 April 2020.

³ StatsSA. 2020. Gross Domestic Product Statistical Publication. 3 March 2020.

⁴ StatsSA. 2020. The Quarterly Labour Force Survey. 11 February 2020.

⁵ IMF. 2020. World Economic Outlook - The Great Lockdown. 26 April 2020.

in the first half of the month 28,3% of businesses reported decreased working hours. The figure reduced to 24,9% towards the second half of April 2020 given that most businesses would have already adjusted in the first half of the month. One of the main concerns of the impact of COVID-19 is that the unemployment rate will increase, which was already high before COVID-19, and it is evident from Stats SA Business Impact report that the percentage of businesses that resort to temporary layoffs has increased by 16,8 percentage points.

The Business Impact Survey of COVID-19 pandemic in South Africa found that 46,4% of businesses reported that they had to temporarily close or pause trading activity, 23,8% of respondents indicated that they experienced a decrease in accessing financial resources, with 28,3% reporting a decrease in working hours and 19,6% of the businesses reporting to have laid off workers in the short term. The survey also indicated that a significant percentage of business that participated in the survey cannot absorb the shock of an extended period of time without generating turnover, with 54% of businesses indicating that they could survive without turnover between one to three months.

4.1.3 The Global Tourism Sector and the Impact of COVID-19

The total contribution of travel and tourism to the GDP globally (including wider effects from investment, the supply chain and induced income impacts), was recorded at \$8 811,0 billion in 2018 (10,4% of GDP) and is expected to grow by 3,6% to \$9 126,7 billion (10,4% of GDP) in 2019. It was forecasted to rise by 3,7% per annum to \$13 085,7 billion by 2029 (11,5% of GDP).

Travel and tourism generated 122 891 000 jobs directly in 2018 globally (3,8% of total employment) and this is forecast to grow by 2,2% in 2019 to 125 595 000 (3,9% of total employment). Employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services) are included. Also included are the activities of the restaurant and leisure industries directly supported by tourists. It is predicted that travel and tourism will account for 154 060 000 jobs directly by 2029, signalling a 2,1% per annum increase over the next 10 years.⁶

⁶ WTTC. 2019. Travel & Tourism Economic Impact. March 2019, p.4

⁷ <https://www.unwto.org/news/covid-19-world-tourism-remains-at-a-standstill-as-100-of-countries-impose-restrictions-on-travel>

⁸ <https://www.unwto.org/news/covid-19-international-tourist-numbers-could-fall-60-80-in-2020>

⁹ Stats SA. 2019. Tourism and Migration Report. December

The UNWTO indicates that 100% of global destinations continue to have restrictions on travel in place, and 72% have completely closed their borders for international tourism.⁷ Out of all 217 destinations worldwide, 156 (72%) have placed a complete stop on international tourism according to data collected by the UNWTO as of 27 April 2020. In 25% of destinations, restrictions have been in place for at least three months, while in 40% of destinations, restrictions were introduced at least two months ago. The UNWTO further predicts globally a:

- Decline of 290 to 440 million international tourist arrivals
- 5 to 7 years lost in numbers of tourists
- Decline of \$300 billion to \$450 billion in tourism exports (receipts)
- 1/3 of 1,5 US\$ trillion lost in tourism exports

As a result of COVID-19, the projections released by the UNWTO on 7 May 2020⁸ indicate that International tourism is down by 22% in quarter 1 of 2020 and could decline by 60% to 80% for 2020. The quarter 1 performance resulted in 67 million fewer international tourists, which translated into a loss of US\$80 billion in exports. This places millions of livelihoods at risk and threatens to roll back progress made in advancing the Sustainable Development Goals (SDGs). The tourism sector seems to be in free fall and we might not have hit bottom yet.

4.1.4 Impact of COVID-19 on Tourism in South Africa

In South Africa, tourism has been growing steadily since the advent of democracy. It has continued to create employment even during difficult economic times. However, in the period January to December 2019, South Africa experienced a decline in tourist arrivals of 2,3% compared to the same period in 2018. This was a decline from a total of 10 472 105 international tourist arrivals in 2018 to 10 228 593 in 2019. The total tourist arrivals from the overseas and the Africa markets both recorded a decline of -2,2% and -2,4% respectively during the period under review.⁹ Tourism directly contributed R130,2 billion (2,7%) to the GDP and 4,5% (739 657 individuals) of direct employment in 2018.

The necessary measures taken by the South African Government to slow down the rate of transmission of COVID-19 severely affected travel and tourism. The measures in the initial phase of the lockdown were such that non-essential service activity was prohibited. This meant that there were travel restrictions both within the borders of South Africa and these restrictions extended to international travel. Both domestic and international tourism ground to a halt which meant that the capacity utilisation of the tourism sector in South Africa like in other countries experienced a sharp decline and revenue generation was impacted severely.

The Department of Tourism in collaboration with the Tourism Business Council of South Africa (TBCSA) and International Finance Corporation conducted a survey to quantify the impact of COVID-19 on the tourism sector with a focus on SMMEs between 11 - 16 April 2020. The tourism supply side experienced drastic revenue decline with 83% of firms reporting revenue decline of more than 50% and 34% reporting that revenues were 100% less in March 2020, respectively. Such a severe drop in revenue naturally implies that businesses in the sector have little room to absorb their variable and fixed costs. To this end, the survey found that 58% of businesses in the tourism sector could not service their debt in March 2020, and 54% of the businesses were unable to cover their fixed costs. A greater proportion of medium-sized businesses indicated that they had cut wages in response to the impact of COVID-19, with the Meetings, Incentives, Conferences and Exhibitions (MICE) and conservancy sub-sectors being the most active in reducing wages. The survey also found that a greater proportion of small businesses in the tourism sector applied redundancies to its employees, a similar finding to short-term employment in the Stats SA General Business Impact Survey.

4.1.5 Department of Tourism Response to the Impact of COVID-19

The Department of Tourism, in response to the impact of COVID-19 on SMMEs in the sector, created a Tourism Relief Fund, which is a once-off grant capped at R50 000 per entity. The grant funding is earmarked for use to subsidize expenses towards fixed costs, operational costs, suppliers and other pressure costs. The Tourism Relief Fund was capitalised through re-prioritisation of R200 million with the National Treasury's approval. Eligible categories were as follows:

- **Accommodation establishments:** Hotels, Lodges, Bed and Breakfast (B&Bs), Guest Houses and Backpackers.
- **Hospitality and related services:** Restaurants (not attached to hotels); Conference venues (not attached to hotels), Professional catering; Attractions
- **Travel and related services:** Tour operators; Travel agents; Tourist guiding; Car rental companies; and Coach Operators.

The Department further collaborated with the sector and other Government Departments in contributing to the national effort of responding to the COVID-19 pandemic. Engagement and collaboration with the sector by the Department of Tourism and in solidarity with the national effort, the tourism private sector contributed R30 million to pay for the use of three hotels in Johannesburg, Durban and Cape Town for use as quarantine sites during the lockdown period. Collaboration between the Department of Tourism, the Department of Labour and Employment and the TBCSA led to a more efficient system of the application of Unemployment Insurance Fund (UIF) by businesses in Travel, Tourism and Hospitality for employees through the TBCSA. This collaboration has greatly improved the application and processing of UIF for employees in the tourism sector.

4.1.6 General Government Interventions to Mitigate against the crisis

4.1.6.1 South Africa's fiscal and monetary policy response to the Covid-19 pandemic

Both the fiscal and monetary policy responses of the South African Government are aimed at counteracting this deleterious drop in economic growth by providing direct support to households and businesses and ensuring sufficient liquidity in the financial system that has experienced record outflows since the start of the pandemic.¹⁰

Government has put together a R500 billion support package with both revenue and spending measures, as well as loan guarantees. R95 billion of this will be funded by non-conditional borrowings from multilateral financial institutions at favourable lending rates. The balance is financed through reprioritisation within the existing fiscal framework, including drawing down surpluses in institutions such as the UIF.

¹⁰ Arndt, C; Davies, R; Gabriel, S; Harris, L; Makrelov, K; Modise, B; Robinson, S; Simbanegavi, W; van Seventer, D & Anderson, L. 2020. Impact of Covid-19 on the South African economy. An initial analysis. SA-TIED Working Paper 111. Available at <https://sa-tied.wider.unu.edu/sites/default/files/pdf/SA-TIED-WP-111.pdf>.

The support package makes provision for the following interventions:

- R20 billion in increased healthcare spending, particularly to scale up mass testing and tracing,
- An additional R50 billion to increase the child support and old age grants and to temporarily expand the social safety net to unemployed South Africans with no access to UIF or regular grant support,
- R40 billion for the implementation of temporary employment relief schemes and wage protection,
- R70 billion in income support measures, including tax deferrals, Skills Development Levy holidays and extensions of the Employment Tax Incentive,
- R100 billion to support to informal businesses and job creation,
- An additional R20 billion in support to municipalities to assist in combating the spread of the virus, and
- R200 billion to fund a loan guarantee scheme for firms with turnover below R300 million. Funds can be borrowed for operational expenses for 3 months with a 6-month payment holiday and a maximum of 6 years to repay the loan.

Monetary policy interventions have included a reduction in the repo rate, reduction in the reserve requirement, and providing liquidity in the bond market. Financial sector support has included measures such as lowering the liquidity coverage ratio requirement from 100% to 80%, providing interest relief for loans restructured due to the COVID-19 pandemic, and reducing the capital buffer requirement for banks in the short to medium term.¹¹ The Reserve Bank estimates that these measures will inject upwards of R300 billion into the economy.

4.1.6.2 The Risk-Adjusted Approach by Government

From the moment President Ramaphosa declared the COVID-19 pandemic to be a national disaster on 15 March 2020, the objectives were to delay the spread of the virus and put the safety of our people first. The Government's approach has been based on the principles of social distancing, restriction of movement and stringent basic hygiene practices. Together

with the other measures Government has taken – such as closing South Africa's borders – and the changes in behaviour that each of its citizens has made, the lockdown has slowed the progression of the pandemic in our country. Government, however, recognises that we have to balance the need to resume economic activity with the imperative to contain the virus and save lives. To achieve this, Government has developed an approach that determines the measures we should have in place based on the direction of the pandemic in our country. As part of this approach, there are five lockdown levels:

- **Level 5** means that drastic measures are required to contain the spread of the virus to save lives
- **Level 4** means that some activity can be allowed to resume subject to extreme precautions required to limit community transmission and outbreaks.
- **Level 3** involves the easing of some restrictions, including on work and social activities, to address a high risk of transmission.
- **Level 2** involves the further easing of restrictions, but the maintenance of physical distancing and restriction on some leisure and social activities to prevent a resurgence of the virus.
- **Level 1** means that most normal activity can resume, with precautions and health guidelines followed at all times.

Having been assessed as a high-risk sector within the country's Risk-Adjusted Framework, the tourism sector faces a significant period of constrained activity. Biosecurity standards that allow for the relaxation of restrictions are therefore critical and the tourism sector has been proactive in establishing biosecurity standards to reduce transmission risks. These standards can be rolled out to all sub-sectors and allow for the phased re-opening of certain activities along the value chain.

4.1.6.3 Focus for the current year: Monitoring of the impact of COVID-19 on the sector/ Issues of Recovery and Prosperity

The Department and SA Tourism are currently working on a recovery plan for the tourism sector. Government's Risk-Adjusted Approach also guides the Tourism Recovery Plan.

¹¹ SARB Prudential Authority. 6 April 2020. Press Release on Regulatory Relief Measures and Guidance to the Banking Sector in Response to Covid-19. Available at <https://www.resbank.co.za/Lists/News%20and%20Publications/Attachments/9842/Prudential%20Authority%20Media%20Release%20-%20Regulatory%20relief%20and%20guidance%20to%20the%20banking%20sector.pdf>. Last Accessed: 15 May 2020.

The plan adopts a scenario approach that is based on epidemiological predictions and Government's Risk-Adjusted Approach in order to achieve the following objectives:

- Protection of the tourism supply side
- Gradual opening of the tourism sub-sectors for operation
- Ensuring the long-term prosperity of the tourism sector.

The Minister of Tourism has also had international engagements sessions with the UNWTO, G20 and the AU on measures for the recovery of the tourism sector. There has been extensive consultation with the sector on inputs on the recovery plan through a series of webinars hosted by the Minister of Tourism and the Chief Executive Officer of SA Tourism. Consultations have also included engagements with various stakeholders in the tourism sub-sectors. The engagement with the sectors was aimed at putting protocols in place in order to de-risk tourism sub-sectors along different levels of the Risk-Adjusted Approach.

It is important to point out that this process brings about a risk-sensitive structured approach that recognises the fact that sub-sectors do not necessarily have the same risk profile and as a result, a variation in the level of opening will naturally occur. To this end a set of health protocols and measures to de-risk tourism sub-sectors was developed and sent through for consideration within Government's Risk-Adjusted Approach. It is through the application of this approach that the gradual recovery and long-term prosperity of the tourism sector is being considered. It is important to not discount the strategic importance of the tourism sector to the growth of the South African economy, employment creating ability, the generating of foreign currency through tourism exports and the value chain multiplier that benefits various sectors of the economy.

4.2 Internal Environmental Analysis

The revision of the Departmental strategy for the 2020/21-2024/25 period was prepared taking into consideration priorities of Government's MTSF 2019-2024. Our work is affected by all seven priorities in general but specifically:

Priority 1: Capable, Ethical and Developmental State;

Priority 2: Economic Transformation and Job Creation; and

Priority 7: A Better Africa and World.

The strategy detailed further in this document is supported by detailed plans contained in the APP for 2020/21-2022/23, initially tabled in March 2020, and subsequently reviewed for re-tabling in May due to the impact of COVID-19 on our plans. The Department needed to function and carry out its mandate in unusual circumstances arising from the COVID-19 pandemic in our country, the national lockdown and associated restrictions. The restrictions included not more than a third of the Department's total workforce occupancy of the building, doing work remotely as far as possible. This required resilience and agility, as well as exploration of other unusual ways of working, such as virtual working. This is because interpersonal contact at work raises the risk of contagion. COVID-19 spreads especially rapidly in the absence of control measures (physical distancing, use of masks and regular cleaning and sanitisation of hands and shared surfaces) because people are contagious before they have any symptoms, which some never develop at all. This is amongst the risks that the Department must manage, and ensure all personal protective equipment is available to all employees, and that sanitisation is done before and during occupancy of the workplace.

In order to mitigate against the Impact of COVID-19 and allow for business continuity, the Department had to revise its working arrangements, develop and implement protocols in line with the national lockdown regulations, and put systems and mechanisms in place to ensure employee safety.

The tourism sector had not been given permission to operate during Alert Level 4. In view thereof, the working arrangements that were in place during Level 5, remained effective for staff members. In this regard, the Department had to make the tools of trade available to as many officials as possible to enable them to work remotely, whilst only accessing the building on an ad-hoc base to access office infrastructure or submit completed tasks. Other work arrangements made related to: critical staff expected to access the building on a more regular base to render critical services (e.g. security staff, skeleton auxiliary service staff, finance and supply chain management staff, skeleton human resources staff and IT staff), employees who are part of vulnerable groups (e.g. persons with disabilities and expectant mothers), employees with young children (during the period where schools remained closed), and readiness of the building for occupancy.

The above notwithstanding, the Department has institutionalised mechanisms and capacity necessary to promote good governance in conducting its business. These include internal



control mechanisms, combined with assurance procedures, promoting good ethical conduct necessary to combat and prevent fraud and corruption, implementing risk management, proper delegation of authority, proper management of information, communication, technology and other mechanisms required to entrench good governance.

Department's system of internal control may however, be exposed to weaknesses that could result in deficiencies and failure to detect potential problems. This was evidenced by the audit opinion with regard to capital projects, which pointed to challenges related to poorly conceived projects, poor project management practices, and poor performance by implementing agents. The implication of the recent audit opinion pointed the Department to certain areas that needed strengthening. These include, amongst others, capability to conduct feasibility assessments independent of project implementing agents.

An assessment of the infrastructure projects implemented on behalf of the Department revealed that most of these projects, which in some cases date as far back as 2006/7 financial year, did not meet objectives in terms of cost, time and quality. This necessitates that the Department improves its project management capacity, and align its processes to the Government's infrastructure procurement and delivery management regulations to ensure value for money.

There is a need for continuous development of the organisation's capacity in order to deliver on the strategy including digital skills, analytics capabilities, spatial planning skills as well as leadership and management development. In this regard, the Workplace Skills Plan (WSP) and the personal development plans should reflect the needs of the Department in developing these capabilities. Initiatives that build cohesion and strengthen teams are critical to the Department's ability deliver on its mandate.

Significant constraints to the fiscal framework and the policy position of Government to contain the public service wage will always have implications for the Department's human resource capacity. This requires of the Department to explore all possibilities for creating adequate capacity to implement its programmes and to introduce efficiency and effectiveness improvements, i.e. doing more with less. It requires of the Department to improve its procurement capacity and planning capabilities.

The Department is mandated to comply with the South African Constitution and recognises the rights of all South Africans as set out in the Bill of Rights. The Department develops annual implementation plans and purposeful interventions to empower women, youth and persons with disabilities in its employment as well and in the tourism sector with the purpose of sustainable tourism development for inclusive economic growth in South Africa.

PART C

MEASURING OUR PERFORMANCE



5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

PROGRAMME 1: CORPORATE MANAGEMENT

Purpose: To provide strategic leadership, management and support services to the Department

Subprogrammes and Purpose:

- **Strategy and Systems:** To manage and coordinate strategy and systems
- **Human Resource Management and Development:** To manage the provision of human resource management and development
- **Communications:** To manage the coordination and provision of communications support to the Department
- **Legal Services:** To manage the provision of legal support services
- **Financial Management:** To manage and facilitate the provision of financial management services

5.1 Outcomes, Outputs, Performance Indicators and Targets

Table 1: Outcomes, Outputs, Performance Indicators and Targets

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome: Achieve good corporate and cooperative governance						
Output: Unqualified annual audit on financial and non-financial performance						
Output Indicator 1: Audit outcome on financial statements and performance information						
-	-	-	Unqualified audit on financial and non-financial performance	Unqualified audit on financial statements and performance information	Unqualified audit on financial statements and performance information	Unqualified audit on financial statements and performance information
Output: To attract and retain a capable and ethical workforce in a caring environment						
Output Indicator 2: Vacancy rate						
Vacancy rate as at 31 March 2017 was at 6,6%	Vacancy rate as at 31 March 2018 was at 6,2%	Vacancy rate as at 31 March 2019 was at 9,1%	Vacancy rate not to exceed 10%	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

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output: To attract and retain a capable and ethical workforce in a caring environment						
Output Indicator 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan						
Women representation at Senior Management Service (SMS) level was maintained at 50,7% as at 31 March 2017	Women representation at SMS level was maintained at 49,3% as at 31 March 2018	Women representation at SMS level was maintained at 50,7% as at 31 March 2019	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level
People with disabilities representation was maintained at 4,6% as at 31 March 2017	People with disabilities representation was maintained at 4,7% as at 31 March 2018	People with disabilities representation was maintained at 4,5% as at 31 March 2019	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
Black representation was maintained at 95,2% as at 31 March 2019	Black representation was maintained at 95,3% as at 31 March 2019	Black representation was maintained at 95% as at 31 March 2019	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
Output: Capacity development interventions to address identified skills gaps						
Output Indicator 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions						
100% of WSP was implemented	100% of WSP was implemented	75% development and implementation of WSP	Development and 100% implementation of WSP	Development and 100% implementation of branch-targeted WSP	Development and 100% implementation of branch-targeted WSP	Development and 100% implementation of branch-targeted WSP
-	-	-	-	Enrol Middle Management Service (MMS) and SMS members in targeted leadership development programmes during 2020/2021	Enrol newly appointed MMS and SMS members in targeted leadership development programmes during 2021/22	Enrol newly appointed SMS members and MMS members in targeted leadership development programmes during 2022/23

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output: Audit reports with recommendations as per the approved Internal Audit Plan						
Output Indicator 5: Percentage implementation of the annual internal audit plan						
100% of the Annual Internal Audit Plan was implemented	100% of the Annual Internal Audit Plan was implemented	100% of the Annual Internal Audit Plan was implemented	100% implementation of the Annual Internal Audit Plan	100% implementation of the Annual Internal Audit Plan	100% implementation of the Annual Internal Audit Plan	100% implementation of the Annual Internal Audit Plan
Output: Approved 2020-2021 Departmental Communication Strategy						
Output Indicator 6: Percentage implementation of the communication strategy for 2020/21						
100% of the Department's Communication Strategy was implemented	100% of the Department's Communication Strategy was implemented	98% of the Department's Communication Strategy was implemented	100% implementation of the Department's Communication Strategy targets as indicated in the implementation plan	<ul style="list-style-type: none"> ▪ Communication strategy for 2020/21 implemented ▪ Review 2021/22 communication strategy 	<ul style="list-style-type: none"> ▪ Communication strategy for 2021/22 implemented ▪ Review 2022/23 communication strategy 	<ul style="list-style-type: none"> ▪ Communication strategy for 2022/23 implemented ▪ Review 2023/24 communication strategy
Output: Departmental expenditure to contribute to the Government's economic transformation agenda						
Output Indicator 7: Percentage procurement of goods and services from Broad-Based Black Economic Empowerment (B-BBEE) compliant businesses and SMMEs						
100% procurement from B-BBEE compliant businesses was achieved	100% procurement from B-BBEE compliant businesses was achieved	100% procurement from B-BBEE compliant businesses was achieved	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5 ¹²	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5
-	-	-	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

¹² **NOTE:** This departmental target excludes procurement that is part of collaboration with Public Entities and/ or prescribed services sourced from them (e.g. Research work with Public Universities and Information Technology services from SITA.)

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output Indicator 8: Percentage invoices paid within prescribed timeframes						
-	-	-	-	Payment of all compliant invoices within 30 days, including State-Owned Enterprises (SOEs) and Municipalities	Payment of all compliant invoices within 30 days, including SOEs and Municipalities	Payment of all compliant invoices within 30 days, including SOEs and Municipalities
Output: Promotion of reasonable access and gender equity						
Output Indicator 9: Number of initiatives implemented to promote reasonable access						
-	-	-	-	8 initiatives implemented to promote reasonable access	Initiatives implemented to promote reasonable access	Initiatives implemented to promote reasonable access
Output Indicator 10: Number of initiatives implemented to promote gender equity						
-	-	-	-	8 initiatives implemented to promote gender equity	Initiatives implemented to promote gender equity	Initiatives implemented to promote gender equity
Output: Achieve good corporate governance						
Output Indicator 11: Number on initiatives implemented to promote integrity and ethical conduct						
-	-	-	-	11 initiatives implemented to promote integrity and ethical conduct	Initiatives implemented to promote integrity and ethical conduct	Initiatives implemented to promote integrity and ethical conduct

5.2 Indicators, Annual and Quarterly Targets

Table 2: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Audit outcome on financial statements and performance information	Unqualified audit on financial statements and performance information	-	Financial and non-financial performance information submitted to the Auditor-General South Africa (AGSA), the Department of Planning, Monitoring and Evaluation (DPME) and National Treasury (NT)	<ul style="list-style-type: none"> Implementation plan developed as per AGSA outcomes Review of internal control measures 	-
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
3. Percentage compliance with equity targets in terms of departmental Employment Equity Plan	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment	Maintain a minimum of 50% women representation at SMS level through designation of SMS posts at recruitment
	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
4. Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions	Development and 100% implementation of WSP for all employees	Development and 25% implementation WSP for all employees	30% implementation of WSP for all employees	25% implementation of WSP for all employees	20% implementation of WSP for all employees
		Identify suitable leadership programmes for MMS and SMS to address skills gaps	Training undertaken for MMS and SMS	Training undertaken for MMS and SMS	Training undertaken for MMS and SMS members identified for leadership programme
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

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
6. Percentage implementation of the Communication Strategy 2020/21	Communication Strategy for 2020/21 implemented	100% implementation of Quarter 1 targets of the 2020/21 Annual Implementation Plan of the Communications Strategy	100% implementation of Quarter 2 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy	100% implementation of Quarter 3 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy	100% implementation of Quarter 4 targets of the 2020/21 Annual Implementation Plan of the Communication Strategy
		Review priorities for the 2020/21 Annual Implementation Plan for the rest of the year	Review priorities for the 2020/21 Annual Implementation Plan for the rest of the year	Review priorities for the 2020/21 Annual Implementation Plan for the rest of the year	-
	Review 2021/22 Communication Strategy	-	-	-	<ul style="list-style-type: none"> ▪ Review Communication Strategy for 2021/22 ▪ Develop 2021/22 Annual Implementation Plan of the Communications Strategy
7. Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5
	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
8. Percentage of invoices paid within prescribed timeframes	Payment of all compliant invoices within 30 days, including SOEs and Municipalities	100% of all compliant invoices paid within 30 days, including SOEs and Municipalities	100% of all compliant invoices paid within 30 days, including SOEs and Municipalities	100% of all compliant invoices paid within 30 days, including SOEs and Municipalities	100% of all compliant invoices paid within 30 days, including SOEs and Municipalities
9. Number of initiatives implemented to promote reasonable access	Eight initiatives implemented to promote reasonable access	-	i. Universal accessibility audit for Tourism House conducted	ii. Analyse and prioritise recommendations for implementation	-

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
		-	iii. Diversity and disability management session for supervisors of People with Disabilities (PWD) conducted	iv. Diversity and disability management sensitisation session for employees conducted	v. Profile Department's progress with disability management matters
		vi. Finalise Report to Department of Public Service and Administration (DPSA) on the Job Access Strategic Framework	vii. Convene Disability Management Forum	-	viii. Convene Disability Management Forum
10. Number of initiatives implemented to promote gender equity	Eight initiatives implemented to promote gender equity	-	i. Implement departmental Women's Month Programme	ii. Implement departmental Men's Month Programme iii. Workshop on Gender-based Planning, Budgeting, Monitoring and Evaluation Framework	iv. Develop a 2021/22 Gender Forum, Programme of Action
		v. Finalise Report to DPSA on the Gender Equality Strategic Framework	vi. Convene Departmental Gender Forum	-	vii. Convene Departmental Gender Forum
		viii. Finalise Sexual Harassment Policy:			
		-	<ul style="list-style-type: none"> ▪ Sexual Harassment Policy drafted ▪ Consultation on the Sexual Harassment Policy undertaken 	<ul style="list-style-type: none"> ▪ Approval for the Sexual Harassment Policy ▪ Gender equality dialogue conducted 	<ul style="list-style-type: none"> ▪ Awareness raising on gender-based violence conducted ▪ Internal capacity building on gender mainstreaming conducted ▪ Internal capacity building on dealing with sexual harassment cases conducted

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
11. Number of initiatives implemented to promote integrity and ethical conduct	11 initiatives implemented to promote integrity and ethical conduct	i. Revise Risk Management Committee (RMC) Charter to strengthen ethics management functions	ii. Review the gift policy for the Department	iii. Implement programme to recognise International Anti-corruption Day (anti-corruption session; article, awareness raising material)	iv. Workshop on the Public Service Code of Conduct
		v. Manage other remunerative work applications for the quarter and report to RMC	vi. Manage other remunerative work applications for the quarter and report to RMC	vii. Manage other remunerative work applications for the quarter and report to RMC	viii. Manage other remunerative work applications for the quarter and report to RMC
		ix. Submit 2019/20 financial interest disclosure for Senior Management to PSC	x. Support MMS and designated officials in submitting 2019/20 financial interest disclosures	xi. Verification of disclosed financial interest by MMS and designated employees	-

5.3 Planned performance over the medium-term period

Programme 1 - Administration includes the Ministry, Management, Corporate Management, Financial Management and Internal Audit. During the medium term, the Programme will strengthen the corporate and cooperative governance of the Department. This is to ensure that its structures, policies and practices support the Department's mandate of inclusive and quality growth of the South African tourism sector. The identified outputs and outcome indicators demonstrate commitment to improve risk and financial management systems, in order to ensure the achievement of sound and accountable financial and non-financial performance. The Programme will endeavour to attract the requisite skills, and retain a capable and ethical workforce in a caring and diverse environment that represents targeted groups that include youth, women and people living with disabilities. In developing and implementing our communication strategy during this period, the Programme will profile the work of the Department, its programmes and activities. This is to ensure that all tourism stakeholders, including youth, women, people living with disabilities and SMMEs in townships and rural communities, have access to the Department's information through various communication platforms and are able to use this information to improve their lives and are able to participate in opportunities availed by the Department and the broader tourism sector.

5.4 Programme resource considerations

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Rand Thousand	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes							
Ministry	26 823	25 827	23 444	30 786	38 242	40 351	42 033
Management	17 129	2 965	2 930	3 342	3 053	3 215	3 350
Corporate Management	120 537	142 164	153 747	180 675	172 684	182 994	190 605
Financial Management	25 635	32 306	35 614	40 089	51 405	54 919	57 192
Office Accommodation	36 955	38 616	44 995	40 982	43 209	45 542	47 299
Total	227 079	241 878	260 730	295 874	308 593	327 021	340 479
Economic classification							
Current payments	221 804	235 490	250 815	280 948	305 338	323 590	336 918
Compensation of employees	125 793	137 477	138 175	151 010	163 057	173 348	180 880
Goods and services	96 011	98 013	112 640	129 938	142 281	150 242	156 038
<i>Of which:</i>							
Audit costs: External	5 237	6 086	5 585	7 955	10 301	11 214	11 641
Computer services	14 717	9 855	9 669	19 700	12 203	12 863	13 359
Consultants: Business and advisory services	2 770	5 145	8 533	855	11 126	11 718	12 170
Operating leases	33 874	35 738	43 260	37 758	41 543	43 786	45 475
Travel and subsistence	12 012	14 631	15 278	19 467	22 123	23 289	24 189
Transfers and subsidies	1 231	1 960	1 034	4 537	172	181	188
Departmental agencies and accounts	185	197	179	157	172	181	188
Households	1 046	1 763	855	4 380	-	-	-
Payments for capital assets	3 592	4 401	8 761	10 389	3 083	3 250	3 373
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	3 400	3 042	5 943	9 715	2 119	2 235	2 319
Software and other intangible assets	192	1 359	2 818	674	964	1 015	1 054
Payments for financial assets	452	27	120	-	-	-	-
Total	227 079	241 878	260 730	295 874	308 593¹³	327 021	340 479

¹³ The amount of R 308 593 000 is the programme total as per Estimate of National Expenditure and will be revised in the Adjustment Budget 2020/21.

5.4.1 Narrative: explanation of the resources allocation to achieve the outputs

Included in Programme 1: Administration, is the Ministry, Management, Corporate Management, Financial Management and Office Accommodation. Corporate Management includes the Deputy Director-General: Corporate Management, Human Resources, Communication, Legal Services, Strategy & Systems, Information & Communication Technology, and Internal Audit. This programme budget is 12,4% of the total departmental budget for the 2020/21 financial year. An amount of R308,6 million has been allocated for this programme of which R163,1 million (52,8%) is for Compensation of Employees.

The amount allocated for Office Accommodation for the 2020/21 financial year is R43,2 million. This is for the payment of the Head Office building of Tourism to the Department of Public Works towards the lease agreement. Goods and services budget allocation include our contractual commitments for computer services as well as our audit payments to the Office of the Auditor-General South Africa.

PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

Purpose: Enhance the strategic policy environment, monitor the tourism sector's performance and enable stakeholder relations.

Subprogrammes and Purpose:

- **Research and Knowledge Management** oversees tourism research, knowledge management and impact evaluation of the sector.
- **Policy Planning and Strategy** oversees and guides policy and strategy development for the tourism sector, and ensures the efficient and effective management of stakeholder relations.
- **South African Tourism** stimulates sustainable international and domestic demand for South African tourism experiences, and regulates the standard of tourism facilities and services.
- **International Relations and Cooperation** drives South Africa's interests through international relations and cooperation.

5.5 Outcomes, Outputs, Performance Indicators and Targets

Table 3: Outcomes, Outputs, Performance Indicators and Targets

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome: Increase the tourism sector's contribution to inclusive economic growth						
Output: Monitoring and evaluation reports produced						
Output Indicator 1: Number of monitoring and evaluation reports produced						
			Four quarterly tourism performance reports	Nine monitoring and evaluation reports produced: 1. Four Tourism Quarterly Performance Reports	Eight monitoring and evaluation reports produced: 1. Four Tourism Quarterly Performance Reports	Seven monitoring and evaluation reports produced: 1. Four Tourism Quarterly Performance Reports

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
-	Two evaluation reports 1. Evaluation Report on Tourism Incentive Programme (Market Access) 2. Evaluation Report on Food Safety Programme	-	One Impact Evaluation Report on Departmental Capacity Building Programme developed	2. Two Reports on the Impact Evaluation of COVID-19 on the tourism sector	2. Assessment of the state of Key Public Attractions in South Africa	2. Monitoring of Capacity Building Programmes undertaken
-	2016/17 National Tourism Sector Strategy (NTSS) Implementation Report developed	2017/18 NTSS Implementation Report developed	2018/19 NTSS Implementation Report developed	3. 2019/20 NTSS Implementation Report developed	3. 2020/21 NTSS Implementation Report developed	3. 2021/22 NTSS Implementation Report developed
-	-	-	-	4. Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation report developed	4. Evaluation of the impact of the Tourism Relief Fund on tourism enterprises	-
2015 State of Tourism Report (STR) developed	Draft 2016 STR developed	1. 2016 STR published 2. Draft 2017/18 STR	1. 2017/18 STR finalised and published 2. Draft 2018/19 STR	5. 2018/19 STR finalised and published ▪ Draft 2019/20 STR developed	5. 2019/20 STR finalised and published ▪ Draft 2020/21 STR developed	4. 2020/21 STR finalised and published ▪ Draft 2021/22 STR developed

ANNUAL TARGETS

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output: Systems for tourism analytics						
Output Indicator 2: Number of systems developed for tourism analytics						
-	-	-	-	One system developed for tourism analytics: National Tourism Analytics System Framework developed	One system developed for tourism analytics: Implementation of the National Tourism Analytics System Framework	One system developed for tourism analytics: Implementation of the National Tourism Analytics System Framework
Output: Regulatory initiatives for tourism growth and development						
Output indicator 3: Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development						
-	-	-	-	Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development: 1. Policy Review on Quality Assurance Framework conducted	Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development: 1. Implementation of findings of the Quality Assurance Review	Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development: 1. Implementation of findings of the Quality Assurance Review
-	-	-	-	2. Report on the Implementation of National Tourism Information and Monitoring System (NTIMS) Regulations	2. Report on the Implementation of NTIMS Regulations	2. Report on the Implementation of NTIMS Regulations
-	-	-	-	3. Draft review of the Development and Promotion of Tourism in South Africa developed	3. Green Paper on the Development and Promotion of Tourism in South Africa	3. White Paper on the Development and Promotion of Tourism in South Africa submitted for approval

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output: South Africa tourism showcase at priority markets						
Output indicator 4: Number of initiatives undertaken to advance South Africa's tourism priorities within multilateral fora						
	<ul style="list-style-type: none"> Draft a plan for the hosting of a Tourism Workstream during the 2018/19 BRICS summit Draft a plan for the hosting of a Tourism Workstream during South Africa's chairship of Indian Ocean Rim Association (IORA) Facilitate support for the Department's participation in the UNWTO 	Hosting of IORA Workshop on CMT, IORA Tourism Experts Meeting and IORA Tourism Ministers' Meeting		Four initiatives undertaken to advance South Africa's tourism priorities within multilateral fora; i.e. IORA Core Group on Tourism, Southern African Development Community (SADC), G20 and African Union (AU)	Five initiatives undertaken to advance South Africa's tourism priorities within multilateral fora	Five initiatives undertaken to advance South Africa's tourism priorities within multilateral fora
Output: Initiatives facilitated for regional integration						
Output Indicator 5: Number of initiatives facilitated for regional¹⁴ integration						
				Two initiatives facilitated for regional integration:	Three initiatives facilitated for regional integration:	Three initiatives facilitated for regional integration:
Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements was hosted in Limpopo	Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements hosted in Mpumalanga	Sharing of Best Practices Workshop 2020 targeted at African countries with whom SA signed tourism agreements hosted in KwaZulu-Natal	Sharing of Best Practices Workshop 2020 targeted at African countries with whom SA signed tourism agreements hosted	1. Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements facilitated	1. Sharing of Best Practices Workshop 2022 targeted at African countries with whom SA signed tourism agreements facilitated	1. Sharing of Best Practices Workshop 2023 targeted at African countries with whom SA signed tourism agreements facilitated

¹⁴ "Regional" in this context refers to the African continent.

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
-	-	-	Report on the leveraging of tourism bilateral ¹⁵ relations to advance national priorities developed	2. Report on the leveraging of tourism bilateral relations to advance national priorities developed	2. Report on the leveraging of tourism bilateral relations to advance national priorities developed	2. Report on the implementation of prioritised areas in the signed bilateral agreements developed
Output: South African Tourism (SA Tourism) oversight reports produced						
Output Indicator 6: Number of SA Tourism oversight reports produced						
Four SA Tourism oversight reports developed	Four SA Tourism oversight reports developed	Four SA Tourism oversight reports developed	-	Four reports on governance and performance of SA Tourism produced for oversight purposes	Four reports on governance and performance of SA Tourism produced for oversight purposes	Four reports on governance and performance of SA Tourism produced for oversight purposes

¹⁵ "Bilateral relations" refers to country to country engagements, one of the outcomes of sound bilateral relations is that it contributes to strengthening regional integration as issues of regional importance can be deliberated on which is useful when these countries meet and engage at multilateral fora.

5.6 Indicators, Annual and Quarterly Targets

Table 4: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Number Monitoring and Evaluation Reports produced	Nine Monitoring and Evaluation Reports produced:				
	1. Four Tourism Quarterly Performance Reports	Tourism Quarterly Performance Report developed	Tourism Quarterly Performance Report developed	Tourism Quarterly Performance Report developed	Tourism Quarterly Performance Report developed
	2. Two Reports on the Impact Evaluation of COVID-19 on the tourism sector	<ul style="list-style-type: none"> ▪ Terms of Reference (ToR) for the survey / study developed ▪ Suitable service provider appointed ▪ Project Plan developed 	First report on the impact evaluation of COVID-19 on tourism developed	-	Second Report on the Impact Evaluation of COVID-19 on tourism developed
	3. 2019/20 NTSS Implementation Report developed	Framework for the 2019/20 NTSS Implementation Report reviewed	Data collection for the 2019/20 NTSS Implementation Report	Draft 2019/20 NTSS Implementation Report developed	2019/20 NTSS Implementation Report developed
	4. Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation report developed	Monitoring report on the implementation of the Tourism Relief Fund developed	Monitoring report on the implementation of the Tourism Relief Fund developed	Report on the preliminary impact evaluation of the Tourism Relief Fund on tourism enterprises developed	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises conducted and preliminary impact evaluation report developed
5. 2018/19 STR finalised and published	<ul style="list-style-type: none"> ▪ Draft 2018/19 STR updated ▪ STR Framework Reviewed 	<ul style="list-style-type: none"> ▪ 2018/19 STR Finalised ▪ Data collection for 2019/20 STR commence 	<ul style="list-style-type: none"> ▪ 2018/19 STR Published ▪ Data collection for 2019/20 STR continues 	Draft 2019/20 STR developed	

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
2. Number of systems developed for tourism analytics	One system developed for tourism analytics:				
	National Tourism Analytics System Framework developed	ToR for the development of the National Tourism Analytics System Framework developed	Literature review / research on Tourism Analytics System conducted	Concept document for the development of the National Tourism Analytics System Framework developed	National Tourism Analytics System Framework developed
3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development	Three initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development:				
	1. Policy Review on Quality Assurance Framework conducted	Substantive review and benchmarking conducted and draft Policy Options Report developed	Stakeholder Consultations on the outcomes of the initial review conducted	Integration of inputs and 2 nd draft Policy Options Report developed	Comprehensive Quality Assurance Policy Options Report incorporating implications of each option finalised
	2. Report on the regulations in respect of the National Tourism Information and Monitoring System (NTIMS Regulations)	Consultations on the approved NTIMS Regulations conducted	Progress Report on the implementation of NTIMS Regulations developed	Progress Report on the implementation of NTIMS Regulations developed	Report on the implementation of NTIMS Regulations developed
3. Draft review of the Development and Promotion of Tourism in South Africa developed	<ul style="list-style-type: none"> ▪ Gap analysis on the current Tourism White Paper and Identification of research areas ▪ ToR for the appointment of panel of experts and service provider 	Appointment of the panel of experts and service provider for the development of Tourism White Paper	Environment Scan conducted	Draft review of the Development and Promotion of Tourism in South Africa developed	
4. Number of initiatives undertaken to advance South Africa's tourism priorities within multilateral fora	<p>Four initiatives undertaken to advance South Africa's tourism priorities within multilateral fora;</p> <p>i.e. (IORA Core Group on Tourism, Southern African Development Community (SADC), G20 and AU)</p>	Submit SA deliverables to the First meeting of IORA Core Group on Tourism in terms of its Work plan	Prepare and submit SA input into the SADC Action Plan for the SADC Tourism Programme 2020-2030	Prepare SA input on tourism as a means of sustainable development for G20 Tourism Minister's Meeting	Prepare and submit SA input into the feasibility study on the establishment of continental tourism organisation in terms of AU's Plan of Action on Tourism

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
5. Number of initiatives facilitated for regional integration	Two initiatives facilitated for regional¹⁶ integration:				
	1. Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted	Concept document and Implementation Plan for the Best Practices Workshop 2021 developed	Stakeholder consultation on concept document and Implementation Plan for the Best Practices Workshop 2021 conducted	Concept document and Implementation Plan for the Best Practices Workshop 2021 finalised	Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted
	2. Report on the leveraging of tourism bilateral ¹⁷ relations to advance national priorities developed	Quarterly report on the status of bilateral relations to advance national priorities developed	Quarterly report on the status of bilateral relations to advance national priorities developed	Quarterly report on the status of bilateral relations to advance national priorities developed	Quarterly report on the status of bilateral relations to advance national priorities developed
6. Number of SA Tourism oversight reports produced	Four reports on governance and performance SA Tourism produced for oversight purposes	SA Tourism quarterly oversight report developed	SA Tourism quarterly oversight report developed	SA Tourism quarterly oversight report developed	SA Tourism quarterly oversight report developed

5.7 Planned performance over the medium-term period

The monitoring and evaluation (M&E) initiatives of the Department will assist in providing information for decision making on the implementation of tourism projects and programmes. Information provided will cover the number of youths attending and completing training programmes and whether the beneficiaries (mainly youth, women and people with disabilities) managed to secure employment after completing the programmes. Gender, youth and people with disabilities will be used as some of the indicators to disaggregate the information and to evaluate the impact made by the departmental capacity development programmes on these specific groups. The allocated budget for delivering on the monitoring and evaluation targets is R600 000 and this mainly covers the primary data collection phase of the projects, which is not sufficient for all projects that should be evaluated in one financial year, noting the importance of monitoring within the Government.

The M&E initiatives of the Department seek to improve accountability, track progress in projects, determine if objectives of the projects and programmes implemented have been met and facilitate decision-making. The outcomes of M&E will provide information and recommendations for management on achievement of strategic objectives of the programmes being

¹⁶ "Regional" in this context refers to the African continent.

¹⁷ "Bilateral relations" refers to country to country engagements, one of the outcomes of sound bilateral relations is that it contributes to strengthening regional integration as issues of regional importance can be deliberated on which is useful when these countries meet and engage at multilateral fora.



implemented as well as project impact, both intentional and unintentional. Furthermore, process evaluations of some of the programmes to examine the assumptions and premises on which the programme design was based and determination of process flow weaknesses are vital to deal with programme shortcomings and gaps. The M&E recommendations will provide information needed by management to make immediate and future informed decisions on the relevant programmes under implementation or planned to be implemented.

In addition, the provision of accurate tourism statistics as well as analytics reports will make it possible to monitor the performance of the tourism sector and measure the contribution of the tourism sector's contribution to the economy of the country. The implementation of the NTIMS is in line with the NTSS 2016-2026, which highlights the importance of developing a national tourism information system to provide critical tourism information for decision makers. The system will enable the Department to quantify the size, extent and variety of tourism businesses, services and products to inform its socio-economic transformation initiatives. The system will be used by the tourism sector stakeholders to inform policy development, strategic planning and decision-making towards sector transformation as well as empowerment of the marginalised enterprises and individuals to promote inclusive economic growth. Furthermore, the system will provide information and data that will enable streamlining and prioritisation of sector initiatives, budget and branding towards areas with high tourism potential, including township and rural areas.

Part of increasing tourism contribution to economic growth include the need to expand the benefits of tourism to rural areas and townships. Systems development such as the Enterprise Development and Transformation Portal will provide the platform needed to connect small businesses, including those owned by youth, women and people with disabilities with big business through supplier development initiatives. Moreover, it will provide a comprehensive online supplier marketplace to channel procurement expenditure to SMMEs in order to promote sector transformation and job creation within the tourism sector.

A fundamental tenet of foreign policy is that it is an extension of domestic policies/objectives and values. In this regard, all national departments engage in bilateral relations with foreign counterparts, which includes bilateral forums and multilateral engagements in order to advance the tourism priorities of South Africa and the continent. In strengthening regional integration, the Department will make its contributions through capacity-building initiatives such as the sharing of best practices as well as through participation in discussions at a global level in addressing tourism challenges in South Africa and the continent.

The Department will undertake initiatives to advance South Africa's tourism priorities within multilateral fora. At the **AU** and **SADC** levels, South Africa collaborates with other countries to strengthen the African Union Commission (AUC) institutional capacity to coordinate the implementation of the Continental Tourism Strategic Framework through influencing the feasibility study on the establishment of a continental tourism organisation, and the SADC institutional capacity to coordinate the implementation of the SADC Tourism Programme through making inputs on the SADC costed action plan and Human Resource capacity for the tourism programme, respectively. For **IORA**, South Africa is implementing the Work Plan for the Core Group on Tourism through developing a concept paper on creation of IORA digital platform for sharing of best practices in tourism. At the **G20**, South Africa is contributing into the tourism agenda on Tourism as a means of sustainable development focusing on inclusive community development through tourism, good practices on seamless travel and improved traveller experience and impact of COVID-19 on tourism.

5.8 Programme resource considerations

Rand Thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes							
Tourism Research, Policy and International Relations Management	6 579	5 557	7 450	10 639	9 142	9 779	10 186
Research and Knowledge Management	31 231	27 725	33 488	28 101	34 479	36 569	38 099
Policy Planning and Strategy	19 093	10 893	11 758	12 868	14 643	15 540	16 196
South African Tourism	1 024 847	1 129 288	1 208 048	1 254 161	1 304 306	1 372 673	1 425 682
International Relations and Cooperation	21 065	23 280	23 164	25 284	28 812	31 220	32 518
Total	1 102 815	1 196 743	1 283 908	1 331 053	1 391 382	1 465 781	1 522 681
Economic classification							
Current payments	66 880	56 152	68 620	70 157	80 546	86 268	89 895
Compensation of employees	51 668	39 710	51 066	46 925	56 982	61 309	63 973
Goods and services	15 212	16 442	17 554	23 232	23 564	24 959	25 922
<i>Of which:</i>							
Travel and subsistence	4 120	4 334	9 095	14 532	12 620	13 397	13 920
Training and development	3 362	263	503	1 217	1 166	1 101	1 144
Operating payments	1 052	1 119	2 156	772	2 972	3 142	3 263
Venues and facilities	1 558	6 268	3 342	1 843	3 396	3 708	3 847
Transfers and subsidies	1 035 268	1 139 894	1 214 375	1 260 415	1 310 330	1 378 978	1 432 230
Departmental agencies and accounts	1 024 847	1 129 288	1 208 048	1 254 161	1 304 306	1 372 673	1 425 682
Foreign governments and international organisations	6 368	6 394	2 348	2 774	2 355	2 438	2 532
Households	4 053	4 212	3 979	3 480	3 669	3 867	4 016
Payments for capital assets	648	689	906	481	506	535	556
Machinery and equipment	648	607	906	481	506	535	556
Software and other intangible assets	-	82	-	-	-	-	-
Payments for financial assets	19	8	7	-	-	-	-
Total	1 102 815	1 196 743	1 283 908	1 331 053	1 391 382¹⁸	1 465 781	1 522 681

5.8.1 Narrative: explanation of the resources allocation to achieve the outputs

Tourism Research, Policy and International Relations programme has a budget allocation of R1,4 billion for 2020/21 of which R1,3 billion is transferred to South African Tourism. This represents 93,7% of the branch's budget allocation. South African Tourism received a baseline budget reduction of R19,1 million in 2020/21. The remaining allocation available for this Programme is R87,1 million of which R56,0 million is allocated to compensation of employees for the branch. The foreign transfer payments of the membership fee in respect of UNWTO is vested in this branch.

¹⁸ The amount of R 1 391 382 000 is the programme total as per Estimate of National Expenditure and will be revised in the Adjustment Budget 2020/21.

PROGRAMME 3: DESTINATION DEVELOPMENT

Purpose: Facilitate and coordinate tourism destination development.

Subprogrammes and purpose:

- **Tourism Enhancement** increases the competitiveness of South Africa's tourism industry.
- **Destination Planning and Investment Coordination** ensures that tourism infrastructure supports the current and future growth of the sector.
- **Working for Tourism** facilitates the development of tourism infrastructure projects under the EPWP through labour-intensive methods targeted at youth, women, unemployed and disabled people, and small, medium and micro enterprises.

5.9 Outcomes, Outputs, Performance Indicators and Targets

Table 5: Outcomes, Outputs, Performance Indicators and Targets

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome: Increase the tourism sector's contribution to inclusive economic growth						
Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas						
Output Indicator 1: Number of destination planning and investment coordination initiatives undertaken						
			Four destination planning and investment coordination initiatives undertaken:	Four destination planning and investment coordination initiatives undertaken:	Three destination planning and investment coordination initiatives undertaken:	Three destination planning and investment coordination initiatives undertaken:
-	-	Ownership and operational model for the accommodation and related tourism products (budget resort) was developed	1. Budget resort network and brand concept developed	1. Institutional arrangements for budget resort network and brand finalised 2. Brand and network concept piloted with key stakeholders	1. Implementation of budget resort network and brand	1. Continuous implementation of budget resort network and brand

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
-	-	-	-	3. Viability study for the new Rail Tourism model developed	2. Viability study for the new Rail Tourism model completed; detailed feasibility study completed	2. Implementation of feasibility study recommendations for the new Rail Tourism model
-	-	-	-	4. Development of tourism implementation plans through the district development model in three pilots: <ul style="list-style-type: none"> ▪ OR Tambo district ▪ Waterberg district ▪ eThekweni Metro 	3. Implementation of tourism plans through the district development model in additional districts	3. Continuous implementation of tourism plans through the district development model in additional districts
Output Indicator 2: Number of destination enhancement initiatives supported						
			Four destination enhancement initiatives supported:	Four destination enhancement initiatives supported:	Two destination enhancement initiatives supported:	Destination enhancement initiatives supported:
-	-	Dinosaur Interpretation Centre was supported	1. Construction works for the Dinosaur Interpretation Centre completed	1. The Dinosaur Interpretation Centre Exhibition construction continued	1. The Dinosaur Interpretation Centre Exhibition construction completed	-

ANNUAL TARGETS

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
-	-	-	2. Infrastructure Maintenance Programme implemented in two national parks	2. Infrastructure Maintenance Programme implemented in three national parks: <ul style="list-style-type: none"> ▪ Marakele ▪ Addo ▪ Karoo National Parks 	2. Infrastructure Maintenance Programme implemented in five national parks	-
-	-	-	-	3. Draft Project Concepts developed for five community-based tourism projects at: <ul style="list-style-type: none"> ▪ Numbi Gate ▪ Nandoni Dam ▪ Tshathogwe Game Farm ▪ Mtititi Game Farm ▪ Mapate Recreational Social Tourism Facility 	-	-

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
-	-	-	-	4. Needs assessment and recommendations for Product Enhancement at five Local Community Museums developed: <ul style="list-style-type: none"> ▪ Anton Lembede Museum EtheKwini Municipality (KZN) ▪ McGregor Museum (NC) ▪ AmaHlubi Cultural Heritage (KZN) ▪ Sol Plaatjie Museum (NW) ▪ Lehurutshe Liberation Heritage Museum (NW) 	3. Product Enhancement at five Local Community Museums completed: <ul style="list-style-type: none"> ▪ Anton Lembede Museum EThekwini Municipality (KZN) ▪ McGregor Museum (NC) ▪ AmaHlubi Cultural Heritage (KZN) ▪ Sol Plaatjie Museum (NW) ▪ Lehurutshe Liberation Heritage Museum (NW) 	-
Output Indicator 3: Number of work opportunities created through Working for Tourism projects						
-	-	-	-	2 500 ¹⁹ Work opportunities through Working for Tourism projects created	5 211 Work opportunities created through Working for Tourism projects	5 368 Work opportunities created through Working for Tourism projects

¹⁹ In previous years this indicator was the number of FTEs created through the Working for Tourism Expanded Public Works Programme i.e. 2016/17 1734 FTE Jobs, 2017/18 3457 FTE Jobs; 2018/19 3 199 FTE Jobs and 2019/20 4331 FTE Jobs. In the 2019 – 2024 MTSF, the target set is for the “number of work opportunities” created through the Expanded Public Works Programme, this indicator has therefore been revised.

5.10 Indicators, Annual and Quarterly Targets

Table 6: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Number of destination planning and investment coordination initiatives undertaken	Four destination planning and investment coordination initiatives undertaken:				
	1. Institutional arrangements for budget resort network and brand finalised	Review of institutional arrangements for the budget resort network and brand	Institutional setup initiated	Institutional setup completed	Piloting the brand and network concept with key stakeholders initiated
	2. Brand and network concept piloted with key stakeholders				
	3. Viability study for the new Rail Tourism model developed	RFQ for Survey on Rail Tourism approved	<ul style="list-style-type: none"> Service provider appointed to conduct survey ToR for viability study approved 	<ul style="list-style-type: none"> Rail Tourism survey report completed Service provider for viability study appointed 	Framework for viability Study completed and circulated to stakeholders
4. Development of tourism implementation plans through the District Development Model (DDM) in three pilots: <ul style="list-style-type: none"> OR Tambo district Waterberg district eThekweni Metro 	Preparatory coordination activities with sectoral partners initiated	Preparatory coordination activities with sectoral partners completed	Coordinate development of district tourism plans	Implementation for the development of tourism through the (DDM) in three pilots completed	

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
2. Number of destination enhancement initiatives supported	Four destination enhancement initiatives supported:				
	1. The Dinosaur Interpretation Centre Exhibition construction continued	Virtual project management meeting with SANParks on the Dinosaur Interpretation Centre Exhibition construction	Virtual project management meeting with SANParks on the Dinosaur Interpretation Centre Exhibition construction	Quarterly report on the implementation of construction works for Dinosaur Interpretation Centre submitted	Implementation status report on the continuation of construction for the Dinosaur Interpretation Centre Exhibition completed
	2. Infrastructure maintenance programme implemented in three national parks according to project plans for each: <ul style="list-style-type: none"> ▪ Marakele ▪ Addo ▪ Karoo National Parks 	Virtual meeting with SANParks on the infrastructure maintenance programme in three national parks undertaken	Virtual meeting with SANParks on the infrastructure maintenance programme in three national parks undertaken	Infrastructure maintenance work monitored and supported in three parks according to project plans for each: <ul style="list-style-type: none"> ▪ Marakele ▪ Addo ▪ Karoo National Parks 	Infrastructure maintenance programme implemented in three national parks according to project plans for each: <ul style="list-style-type: none"> ▪ Marakele ▪ Addo ▪ Karoo National Parks
3. Draft Project Concepts developed for five community-based tourism projects at: <ul style="list-style-type: none"> ▪ Numbi Gate ▪ Nandoni Dam ▪ Tshathogwe Game Farm ▪ Mtiti Game Farm ▪ Mapate Recreational Social Tourism Facility 	Desktop Research on five community-based tourism projects completed at: <ul style="list-style-type: none"> ▪ Numbi Gate ▪ Nandoni Dam ▪ Tshathogwe Game Farm ▪ Mtiti Game Farm ▪ Mapate Recreational Social Tourism Facility 	Finalise ToR for appointment of Service provider to develop project concepts for five community-based tourism projects at: <ul style="list-style-type: none"> ▪ Numbi Gate ▪ Nandoni Dam ▪ Tshathogwe Game Farm ▪ Mtiti Game Farm ▪ Mapate Recreational Social Tourism Facility 	Appointment of service provider to develop project concepts for five community-based tourism projects at: <ul style="list-style-type: none"> ▪ Numbi Gate ▪ Nandoni Dam ▪ Tshathogwe Game Farm ▪ Mtiti Game Farm ▪ Mapate Recreational Social Tourism Facility 	<ul style="list-style-type: none"> ▪ Stakeholder Consultations undertaken ▪ Draft Project Concepts developed for five community-based tourism projects at: <ul style="list-style-type: none"> » Numbi Gate » Nandoni Dam » Tshathogwe Game Farm » Mtiti Game Farm » Mapate Recreational Social Tourism Facility 	

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
	4. Needs assessment and recommendations for Product Enhancement at five Local Community Museums developed: <ul style="list-style-type: none"> ▪ Anton Lembede Museum Ethekwini Municipality (KZN) ▪ McGregor Museum (NC) ▪ AmaHlubi Cultural Heritage (KZN) ▪ Sol Plaatjie Museum (NW) ▪ Lehurutshe Liberation Heritage Museum (NW) 	<ul style="list-style-type: none"> ▪ Desktop research on Product Enhancement at five Local Community Museums undertaken ▪ Stakeholder discussions and Virtual Meeting initiated ▪ Quarterly Progress Report developed 	<ul style="list-style-type: none"> ▪ Preliminary Assessment of needs for Product Enhancement undertaken ▪ Stakeholder discussions and Virtual Meeting undertaken ▪ Quarterly Progress Report developed 	<ul style="list-style-type: none"> ▪ Assessment of needs for Product Enhancement undertaken ▪ Stakeholder discussions undertaken ▪ Quarterly Progress Report developed 	Needs assessment and recommendations for Product Enhancement at five Local Community Museums developed:
3. Number of work opportunities created through Working for Tourism projects	2 500 ²⁰ work opportunities created	0 work opportunities created	0 work opportunities created	875 work opportunities created	1 625 work opportunities created

²⁰ In previous years this indicator was the number of FTEs created through the Working for Tourism Expanded Public Works Programme i.e. 2016/17 1734 FTE Jobs, 2017/18 3457 FTE Jobs; 2018/19 3 199 FTE Jobs and 2019/20 4331 FTE Jobs. In the 2019 – 2024 MTSF, the target set is for the “number of work opportunities” created through the Expanded Public Works Programme, this indicator has therefore been revised.

5.11 Planned performance over the medium-term period

Programme 3 responds to tourism demand (i.e. the needs of tourists) by ensuring that supply side measures are put in place for tourism places and physical spaces. This is achieved through the provision of coherent destination planning, investment promotion, tourism product and infrastructure enhancement and development, experience development and job creation. During the medium-term, the Programme will accelerate the implementation of the Tourism Infrastructure and Maintenance Programme, the Destination Enhancement Programme, the tourism investment coordination area of work; fast-track the Coastal and Marine Tourism work, implement the Project Management Standard, as well as coordinate the tourism sector master planning process and spatial masterplans with greater emphasis on socioeconomically depressed regions and in alignment to the District Delivery Model. Programme 3 is achieved through the following subprogrammes:

- **Working for Tourism (WfT)** is the Department's Extended Public Works Programme (EPWP). The subprogramme provides the main source of funding for both infrastructure and skills development programmes. The Programme also ensures the coordination and development of amenities, facilities, products and infrastructure to deliver and enhance quality visitor experiences, and improve the well-being of communities. WfT initiatives are in the following areas: tourism infrastructure and maintenance; tourism related services, including the Blue Flag (beaches) Programme; the Green Coast and the Tourism Safety Monitors Programme; and accredited and non-accredited skills training programmes.
- **Destination Enhancement and Tourism Integration:** This subprogramme seeks to enhance destinations by developing attractions that anchor such destinations, but that might not lend themselves to private sector investment, as well as integrating the work of the Department with that of other sectors, including arts and culture, sports and recreation, transport, etc. The subprogramme also facilitates the development of new experiences and tourist routes, as well as offer support to large events that attract tourists.
- **Destination Planning and Investment Coordination:** This subprogramme focuses on broader longer-term planning for destinations, precinct planning, shared design, etc. In terms of the investment area of work, the subprogramme supports investment promotion and facilitation of nationally prioritised projects – in support of provincial, municipal, community and private sector initiatives. In addition, the Project Management Unit focuses on planning, monitoring, and coordinate the reporting for prioritised projects, as well as provide project management and administration support for tourism programmes.

5.12 Programme resource considerations

Rand Thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes							
Destination Development Management	4 419	32 696	19 667	38 965	35 611	43 591	39 874
Tourism Enhancement	4 579	16 038	17 590	23 333	25 171	26 715	27 826
Destination Planning and Investment Coordination	25 323	45 140	22 183	29 655	31 901	33 771	35 173
Working for Tourism	365 984	339 655	339 007	371 344	393 214	414 997	434 736
Total	400 305	433 529	398 447	463 297	485 897	519 074	537 609
Economic classification							
Current payments	235 190	177 982	269 100	453 056	485 768	518 939	537 469
Compensation of employees	56 752	48 963	53 426	55 831	60 577	64 372	67 169
Goods and services	178 438	129 019	215 674	397 225	425 191	454 567	470 300
<i>Of which:</i>							
Consultants: Business and advisory services	3 575	2 084	7 390	3 255	24 705	30 423	27 628
Contractors	11	142	110 001	-	149 058	157 256	164 804
Agency and support/outsourced services	249	-	-	120 423	97 091	102 432	107 348
Travel and subsistence	9 692	7 193	10 195	29 523	23 856	25 819	26 231
Training and development	156 908	115 558	83 896	228 304	119 876	126 839	132 570
Transfers and subsidies	43 260	85 631	63 560	-	-	-	-
Public corporations and private enterprises	600	600	-	-	-	-	-
Households	42 660	85 031	63 560	-	-	-	-
Payments for capital assets	121 607	169 867	65 609	10 241	129	135	140
Buildings and other fixed structures	121 008	169 118	64 856	10 000	-	-	-
Machinery and equipment	599	749	753	241	129	135	140
Payments for financial assets	248	49	178	-	-	-	-
Total	400 305	433 529	398 447	463 297	485 897²¹	519 074	537 609

5.12.1 Narrative: explanation of the resources allocation to achieve the outputs

Destination Development has a budget of R485,9 million for 2020/21 of which R393,2 million is allocated to the WFT subprogramme. Working for Tourism represents 80,9% of the budget of the total programme. WFT consists of the EPWP and Expanded Public Works Incentive Programme. R60,6 million is allocated to Compensation of Employees for the branch.

²¹ The amount of R 485 897 000 is the programme total as per Estimate of National Expenditure and will be revised in the Adjustment Budget 2020/21.

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

Purpose: Enhance transformation, increase skill levels and support the development of the sector to ensure that South Africa is a competitive tourism destination.

Subprogrammes and Purpose:

- **Tourism Human Resource Development** facilitates the efficient management and implementation of human resource development initiatives for the tourism sector.
- **Enterprise Development and Transformation** facilitates inclusive participation and sustainability in the tourism sector.
- **Tourism Visitor Services** ensures the integrity of information and facilitates accurate tourism information.

5.13 Outcomes, Outputs, Performance Indicators and Targets

Table 7: Outcomes, Outputs, Performance Indicators and Targets

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome: Increase the tourism sector's contribution to inclusive economic growth						
Output: Programmes aimed at stimulating domestic tourism implemented						
Output Indicator 1: Number of initiatives implemented to stimulate domestic tourism						
-	-	-	-	One initiative implemented to stimulate domestic tourism growth:	One initiative implemented to stimulate domestic tourism growth:	One initiative implemented to stimulate domestic tourism growth:
Four social tourism initiatives that promote open access to selected government-owned attractions were facilitated	One draft Social Tourism Scheme was developed internally	One Domestic Tourism Scheme was developed for travel facilitation	Implementation of Domestic Tourism Incentive Scheme to increase tourist numbers in partnership with SANParks at five National Parks	Implementation of the Domestic Tourism Scheme	Implementation of the Domestic Tourism Scheme	Implementation of the Domestic Tourism Scheme

ANNUAL TARGETS

Audited/Actual Performance		Estimated Performance		MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output: Increased participation of the SMMEs in the Tourism Sector for inclusive economic growth						
Output Indicator 2: Number of initiatives implemented to support tourism SMMEs						
-	<ul style="list-style-type: none"> ▪ Two existing incubators were supported ▪ Two new incubators were established ▪ Business support services portal was finalised 	Four existing incubators supported: <ul style="list-style-type: none"> ▪ Pilanesberg ▪ Mier ▪ Phalaborwa ▪ Manyeleti incubators 	Four existing incubators supported: <ul style="list-style-type: none"> ▪ Pilanesberg, ▪ Manyeleti ▪ Phalaborwa ▪ Mier 	Two initiatives implemented to support tourism SMMEs: <ol style="list-style-type: none"> 1. Implementation of five incubators: <ol style="list-style-type: none"> i. Manyeleti Tourism Incubator ii. Phalaborwa Tourism Incubator iii. Mier Tourism Incubator iv. Technology Innovation Incubator v. Tour Operator Incubator 	Six existing incubators implemented	Seven existing incubators implemented
-	--	-	-	<ol style="list-style-type: none"> 2. Empower youth trained in food services to become owners and operators in the food services business (including virtual platforms) 	Empower youth trained in food services to become owners and operators in the food services business	Empower youth trained in food services to become owners and operators in the food services business

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23

Output Indicator 3: Number of initiatives implemented to increase participation of women in the tourism sector

				Two initiatives implemented to increase participation of women in the tourism sector:	One initiative implemented to increase participation of women in the tourism sector:	One initiative implemented to increase participation of women in the tourism sector:
-	-	WIT empowerment initiatives were conducted	WIT Programme capacity building initiatives implemented: <ul style="list-style-type: none"> One Board Development training for WIT Chapter Executives Three Business Development and Training Sessions 	1. Implement WIT Enterprise Development Programme for up to 25 women in each of the nine provinces	-	-
-	-	-	-	2. Implement UNWTO WIT Pilot Project in Limpopo – Year 1	Implement UNWTO WIT Pilot Project in Limpopo – Year 2	Implement UNWTO WIT Pilot Project in Limpopo – Year 3

Output: Prioritised programmes implemented to enhance visitor service and experiences

Output Indicator 4: Number of programmes implemented to enhance visitor service and experiences

				Three programmes implemented to enhance visitor service and experiences:	Two programmes implemented to enhance visitor service and experiences:	Two programmes implemented to enhance visitor service and experiences:
-	-	-	-	1. Implement service excellence with focus on customer centric approach using On - line round table discussions and media campaign	1. Implement service excellence with focus on customer care service	1. Implement service excellence with focus on customer care service

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
-	-	-	-	2. Awareness sessions with identified SE ambassador(s)	-	-
100% of tourist complaints were referred to appropriate authorities for resolution within the agreed timeframe	100% of tourist complaints were referred to appropriate authorities for resolution within the agreed timeframes	100% compliance with the Service Delivery Charter in the management of tourist complaints was achieved	100% compliance with the Service Delivery Charter in the management of tourist complaints	3. 100% of tourist complaints managed in line with the regulation on the manner and procedure for lodging and dealing with tourism complaints	2. 100% of tourist complaints managed in line with the regulation on the manner and procedure for lodging and dealing with tourism complaints	2. 100% of tourist complaints managed in line with the regulation on the manner and procedure for lodging and dealing with tourism complaints
Output: Support programme for tourism development in Local Government						
Output Indicator 5: Number of initiatives to support tourism development in Local Government						
				Two initiatives to support tourism development in Local Government:	One initiative to support tourism development in Local Government:	One initiative to support tourism development in Local Government:
		Provincial and Local Government Capacity-Building Programme: Four Provincial and Local Government tourism information-sharing sessions coordinated in municipalities linked to rural nodes	Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces	1. Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in three provinces	Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in four provinces	Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in four provinces
-	-	-	-	2. Finalisation of 26 profiles in line with the District Development Model	-	-

ANNUAL TARGETS

Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Output: Enhanced skills in the tourism sector						
Output Indicator 6: Number of capacity-building programmes implemented						
				Five capacity-building programmes implemented:	Five capacity-building programmes implemented:	Five capacity-building programmes implemented:
Programmes to capacitate tourist guides at two World Heritage Sites (WHS), namely iSimangaliso Wetlands Park and Cradle of Humankind, implemented	Two tourist guiding skills development programmes developed and implemented: <ul style="list-style-type: none"> Up-skilling of existing tourist guides at WHS (Mapungubwe and uKhahlamba) Training of new entrants in adventure guiding 	Two programmes to capacitate tourist guides were fully implemented and one was partly implemented: <ul style="list-style-type: none"> Upskilling of tourist guides in Isimangaliso Wetlands Park was completed Upskilling of tourist guides at Kruger National Park was done New entrants as tourist guides in the Eastern Cape and Limpopo provinces were trained 	20 tourist guides trained in Mandarin	1. One programme to capacitate tourist guides implemented (Mandarin training)	1. One programme to capacitate tourist guides implemented	1. One programme to capacitate tourist guides implemented
450 learners recruited for Food Safety Assurers programme. Induction and placement started in April 2017	500 learners were enrolled in the Food Safety Programme	-	1 500 unemployed youth in the Food Safety Programme were not enrolled	2. Food Safety Quality Assurer Programme implemented in the nine provinces targeting 500 youth	2. Food Safety Programme implemented in the nine provinces targeting 500 youth	2. Food Safety Programme implemented in the nine provinces targeting 500 youth

ANNUAL TARGETS						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
300 youth learners recruited in Sommelier Training Course Induction and placement to be conducted in May	300 Youth were enrolled in the Sommelier Training Course	300 unemployed youth were enrolled in the Sommelier Training Programme However, as at 31 March 2019, 272 youth remained active in the programme due to drop-outs and other employment opportunities	Wine Service Training Programme targeting 300 youth	3. Wine Service Training Programme (Sommelier) implemented targeting 252 youth	3. Wine Making Youth Training Programme (Sommelier) implemented in three provinces	3. Wine Making Youth Training Programme (Sommelier) implemented in three provinces
2 003 youth enrolled in the Hospitality Service Training Programme	2 000 Youth were enrolled in the Hospitality Service Training Programme	Hospitality Youth Programme was implemented, with 643 learners enrolled in Accommodation, Food and Beverages However, as at 31 March 2019 there were 581 learners in the Programme distributed as follows: <ul style="list-style-type: none"> ▪ NW (203) ▪ FS (93) ▪ Limpopo (285) 	Hospitality Youth Programme implemented targeting 3 000 unemployed youth	4. Finalisation of the Hospitality Youth Programme (HYP) Fast Food implemented in the KZN, Western Cape (Cluster 1 & 2), NW, GP & MP provinces	4. Hospitality Youth Programme on Food and Beverage implemented in the nine provinces targeting 1 000 youth	4. Hospitality Youth Programme on Food and Beverage implemented in the nine provinces targeting 1 000 youth
19 black women were trained at institution of higher learning through a customised Executive Development Programme	40 black women were enrolled at an institution of higher learning for the Executive Development Programme	Training of 40 women in the Executive Development Programme was facilitated	Executive Development Programme: 20 black women trained	5. 20 women enrolled in Executive Development Programme for WiT	5. 20 women enrolled in Executive Development Programme for WiT	5. 20 women enrolled in Executive Development Programme for WiT
Output: Creation of enabling policy and regulatory environment for tourism growth and development						
Output Indicator 7: One initiative implemented to create an enabling policy and regulatory environment for tourism growth and development						
				Development of the Tourism Environmental Implementation Plan for 2020 – 2025		

5.14 Indicators, Annual and Quarterly Targets

Table 8: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Number of initiatives implemented to stimulate domestic tourism	One initiative to stimulate domestic tourism:				
	1. Implementation of the Domestic Tourism Scheme	Formalise agreements with the appointed service provider(s) to outline the implementation of the scheme	Domestic Tourism Scheme implemented	Domestic Tourism Scheme implemented	Domestic Tourism Scheme implemented
2. Number of initiatives implemented to support tourism SMMEs	Two initiatives implemented to support tourism SMMEs:				
	1. Implement five incubators	Service Level Agreement (SLA) with service provider amended (to provide for response to sector needs as a result of the effects COVID-19 pandemic)	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Annual Progress Report on Manyeleti Tourism Incubator developed
	i. Manyeleti Tourism Incubator				
	ii. Phalaborwa Tourism Incubator	SLA with service provider amended (to provide for response to sector needs as a result of the effects COVID-19 Pandemic)	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Annual Progress Report on Phalaborwa Tourism Incubator developed
	iii. Mier Tourism Incubator	SLA with service provider amended (to provide for response to sector needs as a result of the effects COVID-19 Pandemic)	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Business support programme implement for tourism businesses affected by COVID-19 pandemic in line with amended SLA	Annual Progress Report on Mier Tourism Incubator developed
	iv. Technology Innovation Incubator	Recruitment of programme beneficiaries	Enterprise diagnostic needs assessment and growth path developed	Monitor the delivery of business development services implemented	Annual performance report on the Technology Incubator developed
v. Tour Operator Incubator	Recruitment of programme beneficiaries undertaken – based on assessment of needs as related to COVID-19 recovery	Enterprise diagnostic needs assessment and growth path developed	Monitor the delivery of business development services	Annual performance report on the Tour Operator Incubator developed	

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
	2. Empower youth trained in food services to become owners and operators in the food services business (including virtual platforms)	Concept to implement New Venture Creation Programme for youth in food services business (including virtual platforms) finalised	Service provider appointed to implement New Venture Creation Programme for Youth in food services business (including virtual platforms)	Programme for New Venture Creation Programme to empower youth in food services business (including virtual platforms) implemented	Programme for New Venture Creation Programme to empower youth in food services business (including virtual platforms) implemented
3. Number of initiatives implemented to increase participation of women in the tourism sector	Two initiatives implemented to increase participation of women in the tourism sector:				
	1. Implement WiT Enterprise Development Programme for up to 25 women in each of the nine provinces	<ul style="list-style-type: none"> Launch WiT Enterprise Development Programme Finalise selection of up to 25 women beneficiaries in each of the nine provinces to participate in the Enterprise Development Programme 	WiT Enterprise Development Programme implemented in nine provinces	WiT Enterprise Development Programme implemented in nine provinces	Close out report for WiT Enterprise Development Programme developed
	2. Implement UNWTO WiT Pilot Project in Limpopo	ToR to develop Pilot Business Plan finalised	<ul style="list-style-type: none"> Advertise and appoint a service provider to develop Baseline and Implementation Plan for UNWTO WiT Pilot Project in Limpopo Agreements with the appointed service provider(s) to outline the implementation of Year 1 of Pilot Project formalise 	UNWTO WiT Pilot Project in Limpopo implemented - Year 1	UNWTO WiT Pilot Project in Limpopo implemented - Year 1 Annual Report submitted to UNWTO

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
4. Number of programmes implemented to enhance visitor services and experience	Three programmes implemented to enhance visitor services and experience:				
	1. 100% of tourist complaints managed in line with the Regulation on the Manner and Procedure for Lodging and Dealing with Tourism Complaints	Quarterly report on Tourists Complaints managed in line with the Regulation developed	Quarterly report on Tourists Complaints managed in line with the Regulation developed	Quarterly report on Tourists Complaints managed in line with the Regulation developed	Quarterly report on Tourists Complaints managed in line with the Regulation developed
	2. Implement service excellence with focus on customer centric approach using Online round table discussions and media campaign	Quarterly report on implementation of Service Excellence – Customer Centric approach developed	Quarterly report on implementation of Service Excellence – Customer Centric approach developed	Quarterly report on implementation of Service Excellence – Customer Centric approach developed	Quarterly report on implementation of Service Excellence – Customer Centric approach developed
	3. Awareness sessions with identified Service Excellence ambassador(s)	Conceptualisation of the guidelines and schedule on engagements for awareness finalised	Report on Endorsement of the guidelines and schedule by the stakeholders developed	Awareness sessions with identified Service Excellence ambassador(s) undertaken	Awareness sessions with identified Service Excellence ambassador(s) and report developed
5. Number of initiatives to support tourism development in Local Government	Two initiatives to support tourism development in Local Government:				
	1. Local Government Tourism Peer Learning Network sessions for municipal practitioners hosted in three provinces	-	Local Government Tourism Peer Learning Network session for municipal practitioners hosted in one province	Local Government Tourism Peer Learning Network session for municipal practitioners hosted in one province	Local Government Tourism Peer Learning Network session for municipal practitioners hosted in one province
	2. Finalisation of 26 profiles in line with the District Development Model	Six District Profiles finalised	Seven District Profiles finalised	Seven District Profiles finalised	Six District Profiles finalised

Output Indicator	Annual Target 2020/21	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
6. Number of capacity-building programmes implemented	Five capacity building programmes implemented:				
	1. One programme to capacitate tourist guides implemented	Recruitment and selection of learners from identified provinces undertaken	Orientation of learners undertaken	Programme to capacitate tourist guides implemented	Training to capacitate tourist guides finalised
	2. Food Safety Quality Assurers Programme implemented in nine provinces targeting 500 youth	Development of ToR in response to COVID -19	Tender and appointment of service provider advertised	Service provider appointed and induction learners undertaken	Food Safety Quality Assurers Programme implemented
	3. Wine Service Training Programme (Sommelier) implemented targeting 252 youth	Wine Service Training Programme (Sommelier) implemented in 3 provinces: GP, KZN and WC	Completion of Wine Service Training Programme (Sommelier) Project	Close-up report for Wine Service Training Programme (Sommelier) Project developed	Planning for the Wine Service Training Programme (Sommelier) for 2021 undertaken
	4. Hospitality Youth Programme (HYP) Fast Food implemented in the KZN, WC (Cluster 1 and 2), NW, GP and MP provinces finalised	HYP implemented utilising e-learning	Quarterly Report on the implementation of the HYP done	Report on the implementation of the HYP	Report on the implementation of the HYP
5. 20 black women enrolled in Executive Development Programme for WIT	Recruitment and selection of candidates commenced	Recruitment and selection of candidates continued and SLA signed with an institution of higher learning	Selection of candidates for training finalised	Training of 20 black women undertaken at an institution of higher learning	
7. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development	One initiative to create an enabling policy and regulatory environment for tourism growth and development:				
	Development of the Tourism Environmental Implementation Plan (TEIP) for 2020 - 2025	Appointment of Service Provider to develop the TEIP	Status quo report on environmental performance of the tourism sector	Develop the TEIP	TEIP approved

5.15 Explanation of planned performance over the medium-term period

The Tourism Sector Support Services ensures that the sector is transformed and supported through the Skills Development and Enterprise Development Programmes, to ensure that there is economic growth and job creation. The outputs and outcomes identified will assist in empowering the retrenched women, youth and people with disabilities to enjoy and participate in the tourism space post COVID-19. On Responsible Tourism, the Department came up with a Tourism Environmental Implementation Plan (TEIP) in 2017 and is currently finalising the Climate Change Adaptation Report, in order to ensure sustainability of the identified tourism sites in the nine provinces to be competitive, thus contributing to tourism growth. The TEIP is a three-year plan that is due for review in the 2020 financial year.

Enterprise Development and Transformation

Transformation is one of the key pillars of the National Development Plan (NDP), and the main driver for inclusive economic growth and job creation. Following the amendment of the Generic Codes for B-BBEE by the Department of Trade and Industry (dti), the Tourism Transformation Council of South Africa developed the new transformation code for the tourism sector in consultation with tourism stakeholders to de-racialise and advance economic transformation in the sector. The performance is to deliver needs-based enterprise development support programmes that will strengthen the sustainability of rural tourism enterprises including community-owned tourism establishments. Responsible tourism is key in ensuring the sustainable usage of tourism resources in order to ensure that future generations also benefit from these resources. Through the implementation of responsible tourism, South Africa is responding to the risks of unsustainable tourism, by adopting a coordinated approach to the implementation of responsible tourism. The Domestic Tourism Growth Strategy (DTGS), launched in 2012, aims to increase domestic tourism expenditure (revenue); domestic tourism value; enhancing measures and efforts aimed at addressing seasonality and equitable geographical spread; and enhancing the level of culture of tourism/travel among South Africans.

Visitor Support Services

Visitor services are key to domestic and international travel as they seek to ensure information integrity and facilitates accurate information for planning travel to the country. They may take the form of the provision of tourism information (including all travel information channels, i.e. digital, brochures, Visitor Information Centres). When travellers visit a country it is important for them to get an idea of what possibilities and options are open to them for recourse. A well-developed system of handling and managing complaints from travellers is key to ensuring quick turnaround times for resolving such complaints. This may also relate to the increasing desire on the part of travellers to be assured of safety when travelling through a destination to experience a variety of country attractions.

The well-being of tourist guides also contributes to enhanced visitor experiences to our visitors and tourists. The Tourism Act, (Act No 3 of 2014), is important in that it regulates the tourist guiding sector including the behaviour and conduct of tourist guides. Further recourse is also provided for offences committed and cases of misconduct to ensure a compliant and credible sector exists. Programmes related to training and capacity building of this important sector are key to growing and developing the sector and tourist guides provide, ensuring excellent and memorable experiences.

For the successful execution of plans and policies concerning tourism, lobbying and advocacy for tourism enhancement and visitor experience is essential throughout the three spheres of Government. Local Government may then be regarded as a key role-player in the above services and a key manager of spatial management of tourism facilities and access to visitor experiences in a particular locality. The introduction the District Development Model as a tool for spatial integration will enhance the competitiveness of tourism in South African localities and destinations.

Tourism Sector Human Resource Development

Great advances have been made in the introduction of tourism and hospitality to the formerly disadvantaged schools that are mostly found in rural areas and townships. Tourism is a new learning area; it was also one of those subjects that was construed as a new strategy to advance job opportunities in South Africa. Furthermore, it was also assumed that tourism would benefit mostly learners from the previously disadvantaged communities. Tourism has been taught in South Africa in both public and private high schools and universities since 1996. The capacity to deal with tourism challenges is still a problem at the provisioning level.

5.16 Programme resource considerations

Rand Thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes							
Tourism Sector Support Services Management	8 983	12 653	8 950	11 893	11 014	11 617	12 080
Tourism Human Resource Development	19 524	32 706	30 401	27 890	28 533	30 291	31 561
Enterprise Development and Transformation	12 201	44 313	44 684	52 655	50 563	53 219	55 382
Tourism Visitor Services	15 552	21 987	24 213	24 875	23 642	25 071	26 141
Tourism Incentive Programme	133 187	150 167	183 469	185 133	181 360	154 132	161 807
Total	189 447	261 826	291 717	302 446	295 112	274 330	286 971
Economic classification							
Current payments	60 798	121 474	118 603	132 690	127 018	134 325	139 909
Compensation of employees	31 905	70 090	70 785	80 606	77 493	82 365	85 944
Goods and services	28 893	51 384	47 818	52 084	49 525	51 960	53 965
<i>Of which:</i>							
Consultants: Business and advisory services	13 367	14 696	7 636	4 006	16 393	17 619	18 290
Travel and subsistence	6 469	16 963	18 950	20 785	18 530	19 501	20 255
Training and development	4 266	5 500	9 079	18 313	2 327	2 295	2 392
Venues and facilities	1 903	5 766	4 067	3 166	4 663	4 908	5 097
Transfers and subsidies	89 913	92 658	142 744	169 560	168 032	139 939	146 993
Departmental agencies and accounts	14 980	44 612	65 796	3 715	3 917	4 129	4 288
Public corporations and private enterprises	74 712	47 366	75 939	165 432	163 689	135 361	142 239
Non-profit institutions	200	560	472	413	426	449	466
Households	21	120	537	-	-	-	-
Payments for capital assets	38 683	47 659	30 278	196	62	66	69
Buildings and other fixed structures	37 980	45 408	29 331	-	-	-	-
Machinery and equipment	703	2 251	947	196	62	66	69
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	53	35	92	-	-	-	-
Total	189 447	261 826	291 717	302 446	295 112²²	274 330	286 971

5.16.1 Narrative: explanation of the resources allocation to achieve the outputs

Tourism Sector Support Services has a budget allocation of R295,1 million for 2020/21 which includes Compensation of Employees amounting to R77,5 million and Tourism Incentive Programme (TIP) with a budget of R181,4 million. Projects within TIP include tourism market access, tourism grading support, tourism transformation, tourism destination development and green tourism projects. The TIP programme received a baseline budget reduction of R23,3 million in 2020/21. The Tourism Incentive Programme comprises 61,5% of the total programme.

²² The amount of R 295 112 000 is the programme total as per Estimate of National Expenditure and will be revised in the Adjustment Budget 2020/21.

6. UPDATED KEY RISKS

Table 9: Updated Key Risks

OUTCOME	KEY RISK	RISK MITIGATION
Increase the tourism sector's contribution to inclusive economic growth	Inability to meet the Tourism B-BBEE Sector Code targets to facilitate radical economic transformation within tourism sector	<ul style="list-style-type: none"> Support the Tourism Transformation Charter Council of South Africa to be independent from the Department of Tourism Establish mechanism for monitoring and reporting of sector transformation targets
	Inadequate infrastructure planning and implementation	Create capacity to plan and implement infrastructure development projects
	Inability to create an enabling legislative and regulatory environment for tourism development and growth	Policy review on tourism promotion and development
	Key markets' access to South Africa constrained due to limited aviation capacity especially following the COVID-19 pandemic	Collaborate with the aviation sector to achieve an enabling air capacity strategy
	Key markets' access to South Africa constrained due to limited visa processing capacity	Collaborate with Home Affairs to achieve a world-class visa regime
	Poor brand reputation, and potential visitors' perceptions about safety of destination South Africa	<ul style="list-style-type: none"> Develop policy directives to SA Tourism regarding strengthening of the destination brand Collaborate with Police Services to improve safety for tourists Develop and drive campaigns and messaging to promote domestic tourism locally and internationally
	Decline in supply side products and services following the COVID-19 pandemic	Participation in the development and implementation of the Tourism Recovery Plan
	Negative effect of public health emergencies due to global outbreaks	<p>Strengthen performance of domestic market</p> <ul style="list-style-type: none"> Collaborate with health authorities to ensure appropriate messaging about South Africa is communicated Engage Host Employers to health programmes to be implemented to foster customer confidence
	Negative impacts of climate change (including natural disasters)	<ul style="list-style-type: none"> Create awareness about vulnerability of Destination South Africa and necessary mitigations Drive responsible tourism for the sustainability of South Africa's unique attractions

OUTCOME	KEY RISK	RISK MITIGATION
	Negative impacts on the implementation of signed bilateral agreements due to global health outbreaks of pandemics such Covid-19	Cooperate with counterparts to find solutions to deal with such conditions whilst contributing to the promotion and development of the tourism sector
	Capacity of SA Tourism to fulfil their mandate	Strengthen oversight on SA Tourism
Achieve good corporate and cooperative governance	Inadequate capacity for management of infrastructure and training projects	Ensure availability of professionally built environment expertise for departmental projects
	Inadequate contract management	<ul style="list-style-type: none"> ▪ Awareness on conclusion of quality contracts, vetting processes, Guarantees and Warranties ▪ Strengthen contract enforcement capacity ▪ Engage Service Providers to manage the completion of current contracts operating during COVID-19
	Inadequate project management	<ul style="list-style-type: none"> ▪ Strengthen project management, monitoring and reporting capacity of project implementers ▪ Develop and implement systems for assessing project viability ▪ Develop and implement system for monitoring progress of projects
	Inadequate impact evaluation of COVID-19 on the tourism sector	Build networks with tourism associations to cover all enterprises in the sector
	Inadequate understanding of the supply side of tourism	Enforce the regulations by calling for information from tourism businesses, products and services to understand the entire supply side of tourism
	Monopoly and collusive practices by suppliers	<ul style="list-style-type: none"> ▪ Monitor supplier pattern ▪ Encourage supplier rotation ▪ Supplier development initiatives
	Corruption	Strengthen internal controls and apply consequence management

7. PUBLIC ENTITY

Table 10: Public Entity

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES	CURRENT ANNUAL BUDGET (R'000)
<p>South African Tourism (SA Tourism)</p>	<p>Chapter 3 of the Tourism Act, 2014 stipulates the following as the functions of the South African Tourism Board:</p> <ul style="list-style-type: none"> ▪ Market South Africa as a domestic and international tourist destination ▪ Market SA Tourism products and facilities internationally and domestically ▪ Develop and implement a marketing strategy for tourism that promotes the objectives of the Act and the NTSS ▪ Advise the Minister on any other matter relating to tourism marketing ▪ With the approval of the Minister, establish a National Conventions Bureau to market South Africa as a business tourism destination by: <ul style="list-style-type: none"> » Coordinating bidding for international conventions » Liaising with other organs of state and suitable bodies to promote South Africa as a destination for business events; and » Reporting to the Minister on the work performance of the National Conventions Bureau <p>Additionally, the Minister assigned, in terms of section 44 of the Tourism Act, 2014, the implementation and management of the National Grading System for Tourism to the Board</p>	<ul style="list-style-type: none"> ▪ Increase the tourism sector's contribution to inclusive economic growth ▪ Achieve good corporate and cooperative governance 	<ul style="list-style-type: none"> ▪ 2020/21 R1 304 306 ▪ 2021/22 R1 372 673 ▪ 2022/23 R1 425 682



8. INFRASTRUCTURE PROJECTS

Table 11: Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure
The information for this table will be made available once final approvals on prioritisation of infrastructure projects are received								

9. PUBLIC PRIVATE PARTNERSHIP

NONE

PART D

TECHNICAL INDICATOR DESCRIPTIONS



Table 12: Technical Indicator Descriptions

Indicator title	Output Indicator 1: Audit outcome on financial statements and performance information
Definition	<p>Maintenance of clean administration characterised by compliance with laws and regulations, no findings on pre-determined objectives, and no findings on financial management.</p> <p>The Auditor-General performs audit procedures that concludes on reliability and usefulness of financial and non-financial performance information.</p>
Source of data	Auditor-General's Report.
Method of calculation / assessment	Audit procedures by the Auditor-General South Africa (AGSA).
Means of verification	Final Audit Report and the Final Management Report issued by the AGSA.
Assumptions	Effective audit procedures by AGSA on conducting audit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative.
Reporting cycle	Annual with a four-month lag.
Desired performance	Unqualified audit as a result of clean administration.
Indicator responsibility	DDG: Corporate Management and Chief Financial Officer.

Indicator title	Output Indicator 2: Vacancy rate
Definition	Measures percentage of vacant posts as a proportion of funded posts.
Source of data	PERSAL System.
Method of calculation / assessment	Percentage of vacant posts as a proportion of funded posts (Number of funded vacant posts / total funded establishment = vacancy rate).
Means of verification	Vacancy rate report from PERSAL system.
Assumptions	Reliability and availability of PERSAL reports.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance lower than target is acceptable, i.e. vacancy rate lower than 10%.
Indicator responsibility	Director: Human Resources Administration and Employee Relations.

Indicator title	Output Indicator 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan
Definition	Measures: <ul style="list-style-type: none"> ▪ Percentage women representation in the Senior Management Service; ▪ Percentage representation of people with disabilities as a proportion of the filled posts; ▪ Percentage representation of black people as a proportion of filled posts.
Source of data	PERSAL System.
Method of calculation / assessment	Proportional representation of prioritised categories against filled posts, or against filled SMS posts for women representation.
Means of verification	EE Report with evidence.
Assumptions	Reliability and availability of PERSAL reports.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Human Resources Administration and Employee Relations.

Indicator title	Output Indicator 4: Percentage implementation of Work Place Skills Plan (WSP) with defined targeted training interventions
Definition	Measures level of progress with implementation of the WSP, i.e. a guiding document that outlines the training and development interventions on which the Department is planning to focus for a particular financial year.
Source of data	Progress report from HRD Unit.
Method of calculation / assessment	Number of interventions implemented against the total planned for the year.
Means of verification	Annual Training Report with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Target for women: 50%; ▪ Target for youth: 5% of the establishment (internship programme).
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and Annual.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Human Resource Utilisation and Employee Health and Wellness.

Indicator title	Output Indicator 5: 100% implementation of the Annual internal Audit Plan
Definition	<ul style="list-style-type: none"> ▪ Conduct internal audit activities in the field of governance and compliance audit, financial and forensic audit, audit of performance information and performance audit, information technology audit; ▪ Develop a risk-based internal audit plan which includes the priority areas identified for audit.
Source of data	Internal Audit Unit.
Method of calculation / assessment	Number of issued reports as per the approved internal audit plan.
Means of verification	<ul style="list-style-type: none"> ▪ Finalised internal audit reports issued to the Accounting Officer; ▪ Progress Report against the internal audit plan presented to Audit Committee quarterly meetings.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Internal Audit.

Indicator title	Output Indicator 6: Percentage implementation of the communication strategy for 2020/21
Definition	Measures the percentage implementation of the Communications Strategy in terms of the Implementation Plan.
Source of data	Communications Unit.
Method of calculation / assessment	Simple count: number of projects implemented against planned projects.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Youth, women, people with disabilities; ▪ Community members; ▪ General public; ▪ Project beneficiaries; ▪ Media and journalists.
Spatial transformation (where applicable)	Spatial distribution can be provided for specific projects.
Calculation type	Cumulative.
Reporting cycle	Quarterly and Annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Chief Director: Communications.

Indicator title	Output Indicator 7: Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs (Status Level 1 – 5)
Definition	Measures percentage expenditure from B-BBEE compliant businesses and SMMEs.
Source of data	LOGIS system and Central Supplier Database.
Method of calculation / assessment	Expenditure on procurement from B-BBEE compliant businesses and SMMEs as a proportion of total departmental expenditure.
Means of verification	Reports from OCFO with evidence.
Assumptions	Procurement from government institutions to be excluded.
Disaggregation of beneficiaries (where applicable)	Disaggregated information for women, SMMEs, PWDs.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Chief Financial Officer.

Indicator title	Output Indicator 8: Percentage of invoices paid within prescribed timeframes
Definition	Measures percentage of invoices paid within 30 days to suppliers of goods and services.
Source of data	LOGIS system and Central Supplier Database.
Method of calculation / assessment	Invoices: Number of days taken to process payment for valid invoices received. Mandatory Payment: payments made to relevant bodies in line with prescripts.
Means of verification	Reports from OCFO with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	SMMEs.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Chief Financial Officer.

Indicator title	Output Indicator 9: Number of initiatives implemented to promote reasonable access
Definition	Measures the number of initiatives implemented to promote reasonable access.
Source of data	Organisational Design and Service Delivery Improvement Unit.
Method of calculation / assessment	Simple count: Number of projects implemented against planned projects.
Means of verification	Reports from ODSDI with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Data on number of people with disability who are beneficiaries of the initiatives.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Organisational Design and Service Delivery Improvement.

Indicator title	Output Indicator 10: Number of initiatives implemented to promote gender equity
Definition	Measures the number of initiatives implemented to promote gender equity.
Source of data	Organisational Design and Service Delivery Improvement Unit.
Method of calculation / assessment	Simple count: Number of projects implemented against planned projects.
Means of verification	Reports from ODSDI with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Disaggregated data on gender.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Organisational Design and Service Delivery Improvement.

Indicator title	Output Indicator 11: Number on initiatives implemented to promote integrity and ethical conduct
Definition	Measures the initiatives implemented to promote integrity and ethical conduct.
Source of data	Risk Management Unit.
Method of calculation / assessment	Simple count: Number of projects implemented against planned projects.
Means of verification	Reports from Risk Management Unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Risk and Integrity Management.

Table 13: Tourism Research, Policy and International Relations

Indicator title	Output Indicator 1: Number of monitoring and evaluation reports produced
Definition	Measures the number of monitoring and evaluation reports produced to inform planning and decision-making.
Source of data	M&E Unit.
Method of calculation / assessment	Simple count – number of reports produced against planned reports.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is desirable.
Indicator responsibility	<ul style="list-style-type: none"> ▪ Chief Director: Research and Knowledge Management; ▪ Chief Director: Policy Planning and Strategy.

Indicator title	Output Indicator 2: Number of systems developed for tourism analytics
Definition	Measures the number of systems developed for tourism analytics.
Source of data	Knowledge Management Unit.
Method of calculation / assessment	Simple count - number of systems developed against planned.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is desirable.
Indicator responsibility	Director: Knowledge Management.

Indicator title	Output Indicator 3: Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development
Definition	Measures the number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.
Source of data	Reports from relevant Unit.
Method of calculation / assessment	Simple count - number of initiatives produced against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is desirable.
Indicator responsibility	<ul style="list-style-type: none"> ▪ CD: Policy, Planning and Strategy; ▪ CD: Research and Knowledge Management.

Indicator title	Output Indicator 4: Number of initiatives undertaken to advance South Africa's tourism priorities within multilateral fora
Definition	Measures the number of initiatives undertaken to advance South Africa's tourism priorities through participation in multilateral fora and strategic formation.
Source of data	Reports from the International Relations Unit.
Method of calculation / assessment	Simple count - number of initiatives produced against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	CD: International Relations and Cooperation.

Indicator title	Output Indicator 5: Number of initiatives facilitated for regional integration
Definition	Measures number of initiatives implemented to strengthen cooperation in sustainable tourism growth on the regional fora.
Source of data	Reports from the International Relations Unit.
Method of calculation/ assessment	Simple count - number of initiatives produced against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	CD: International Relations and Cooperation.

Indicator title	Output Indicator 6: Number of SA Tourism oversight reports produced
Definition	Measures the number of reports produced on governance and performance of SA Tourism for oversight purposes.
Source of data	Reports from the Public Entity Oversight Unit.
Method of calculation / assessment	Simple count - number of reports produced against planned reports.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Strategy Development.

Table 14: Destination Development

Indicator title	Output Indicator 1: Number of destination planning and investment coordination initiatives undertaken
Definition	Measures number of destination planning and investment coordination initiatives that will be implemented in the medium term in order to support destination enhancement.
Source of data	Reports from the Unit.
Method of calculation / assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Spatial information on distribution of initiatives must be reported.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	CD: Destination Planning and Investment Coordination.

Indicator title	Output Indicator 2: Number of destination enhancement initiatives supported
Definition	Measures number of destination enhancement initiatives that will be implemented in the medium term in order to improve destination competitiveness.
Source of data	Reports from the Unit.
Method of calculation / assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Spatial information on distribution of initiatives must be reported.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	CD: Tourism Enhancement.

Indicator title	Output Indicator 3: Number of work opportunities created through Working for Tourism projects
Definition	<p>Measures the number of jobs created through the Department's Working for Tourism Programme, through the use of labour-intensive methods targeting the unemployed, youth, women, people with disabilities and SMMEs.</p> <p>Paid work created for an individual on an EPWP project for any period. The same person can be employed on different projects and each period of employment will be counted as a work opportunity.</p>
Source of data	Reports from the Unit.
Method of calculation / assessment	The calculation of work opportunities and FTEs is in accordance with a formula supplied by the Department of Public Works. $\text{Expenditure on wages/daily wage} \times \text{project duration}$ and $\text{Total number of job days} / 230 = \text{number of FTEs}$.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Provide disaggregated data for youth, gender and PWDs.
Spatial transformation (where applicable)	Provide data on spatial distribution of beneficiaries.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	CD: Working for Tourism.

Table 15: Tourism Sector Support Services

Indicator title	Output Indicator 1: Number of initiatives implemented to stimulate domestic tourism
Definition	Measures the number of initiatives implemented to stimulate domestic tourism .
Source of data	Enterprise Development and Transformation Unit.
Method of calculation/ assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability report from unit with evidence.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Provide reports on spatial distribution of beneficiaries.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable .
Indicator responsibility	CD: Enterprise Development and Transformation.

Indicator title	Output Indicator 2: Number of initiatives implemented to support tourism SMMEs
Definition	Assesses non-financial support provided to SMMEs (Six incubators and business support programmes and youth in the food services business) for enterprise development and growth.
Source of data	Enterprise Development Unit.
Method of calculation / assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability report from unit with evidence.
Disaggregation of beneficiaries (where applicable)	Provide disaggregated data on youth, women and PWDs.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> ▪ Provide reports on spatial distribution of beneficiaries; ▪ Include Townships, small towns and villages where applicable.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable.
Indicator responsibility	CD: Enterprise Development and Transformation.

Indicator title	Output Indicator 3: Number of initiatives implemented to increase participation of women in the tourism sector
Definition	Measures the initiatives implemented to increase women participation in the tourism sector.
Source of data	Branch TSSS.
Method of calculation / assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the branch with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Provide disaggregated data on gender and PWDs.
Spatial transformation (where applicable)	Provide reports on spatial distribution of beneficiaries.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable.
Indicator responsibility	DDG: TSSS.

Indicator title	Output Indicator 4: Number of programmes implemented to enhance visitor service and experience
Definition	Measures the number of programmes implemented in order to enhance visitor service and experience.
Source of data	CD: Tourism Visitor Services.
Method of calculation / assessment	Simple count – number of programmes implemented against planned programmes.
Means of verification	Reports from the Tourism Visitor Services Unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Provide reports on spatial distribution of beneficiaries.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable.
Indicator responsibility	CD: Tourism Visitor Services.

Indicator title	Output Indicator 5: Number of initiatives to support tourism development in Local Government
Definition	Measures the number of initiatives to support tourism development in Local Government.
Source of data	CD: Tourism Visitor Services.
Method of calculation/ assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the Tourism Visitor Services Unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Provide reports on spatial distribution of initiatives.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable.
Indicator responsibility	CD: Tourism Visitor Services.

Indicator title	Output Indicator 6: Number of capacity building programmes implemented
Definition	Measures the number of capacity-building programmes implemented in order to develop and strengthen the skills of youth within the tourism industry.
Source of data	CD: Tourism Sector Human Resource Development.
Method of calculation/ assessment	Simple count – number of programmes implemented against planned programmes.
Means of verification	Reports from the CD TSHRD Unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Provide disaggregated data for youth, gender and PWDs.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> ▪ Provide reports on spatial distribution of beneficiaries and programmes; ▪ Include townships, small towns and villages where applicable.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable.
Indicator responsibility	CD: Tourism Sector Human Resource Development.

Indicator title	Output Indicator 7: Number of SA Tourism oversight reports produced
Definition	Measures the number of reports produced on governance and performance of SA Tourism for oversight purposes.
Source of data	Reports from the Public Entity Oversight Unit.
Method of calculation/ assessment	Simple count - number of reports produced against planned reports.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Strategy Development.

Indicator title	Output Indicator 8: Training of 600 youth on multimedia skills
Definition	Measures the number of youth trained on multimedia skills.
Source of data	Reports from the Knowledge Management Unit.
Method of calculation/ assessment	Simple count - number of youth trained.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Data on youth, gender, PWDs.
Spatial transformation (where applicable)	Spatial distribution of beneficiaries must be reported.
Calculation type	Cumulative.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	Director: Knowledge Management.

Indicator title	Output Indicator 7: Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development
Definition	Measures the number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.
Source of data	Branch: TSSS.
Method of calculation/ assessment	Simple count – number of initiatives implemented against planned programmes.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Reporting cycle	Quarterly and annually.
Desired performance	Performance higher than planned is desirable.
Indicator responsibility	DDG: TSSS.



PHYSICAL ADDRESS

Tourism House, 17 Trevenna Street, Sunnyside, Pretoria 0002

POSTAL ADDRESS

Private Bag X424, Pretoria 0001

RP220/2020 ▪ ISBN: 978-0-621-48490-8

CONTACT INFORMATION

Call centre: +27 (0) 860 86 8747

Call centre e-mail: callcentre@tourism.gov.za

Switchboard number: +27 (0) 12 444 6000

Switchboard fax: +27 (0) 12 444 7000

 www.tourism.gov.za

 **Department of Tourism**

 **@Tourism_gov_za**

 **departmentoftourism_**