

ANNUAL PERFORMANCE PLAN 2018/19-2020/21



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



Inspiring new ways

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LIST OF ACRONYMS AND ABBREVIATIONS

ACSA	Airports Company South Africa
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BRICS	Brazil, Russia, India, China and South Africa group of countries
B-BBEE	Broad-Based Black Economic Empowerment
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CIPC	Companies Intellectual Property Commission
CSD	Central Supplier Database
CMT	Coastal Marine Tourism
DAC	Department of Arts and Culture
DPME	Department of Planning, Monitoring and Evaluation
EC	Eastern Cape
ECPTA	Eastern Cape Parks and Tourism Agency
ED	Enterprise Development
EDMS	Electronic Document Management System
EDP	Executive Development Programme
EIP	Environmental Implementation Plan
EPWP	Expanded Public Works Programme
FET	Further Education and Training
FTE	Full-Time Equivalent
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
GP	Gauteng Province
GTIP	Green Tourism Incentive Programme
HYP	Hospitality Youth Programme

IATA	International Air Transport Association
ICCA	International Congress and Convention Association
ICT	information and communication technology
ICTSP	Information and Communication Technology Strategic Plan
IDC	Industrial Development Corporation
IORA	Indian Ocean Rim Association
J2SE	Journey to Service Excellence
KSIA	King Shaka International Airport
KZN	KwaZulu-Natal
LED	Local Economic Development
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MP	Member of Parliament
MINMEC	Minister and Members of Executive Council
MTEF	Medium-Term Expenditure Framework
NCPC-SA	National Cleaner Production Centre of South Africa
NDP	National Development Plan
NEF	National Empowerment Fund
NGO	Non-Governmental Organisation
NGP	New Growth Path
NHC	National Heritage Council
NTCE	National Tourism Careers Expo
NT	National Treasury
NTIG	National Tourism Information Gateway
NTIMS	National Tourism Information and Monitoring System
NTSS	National Tourism Sector Strategy

NTSF	National Tourism Stakeholder Forum
NVIF	National Visitor Information Framework
NYCTP	National Youth Chefs Training Programme
ORTIA	OR Tambo International Airport
PCF	Provincial Coordinating Forum
PDP	Personal Development Plans
PFMA	Public Finance Management Act, 1999 (Act no. 1 of 1999) (as amended by Act no. 29 of 1999)
PPI	Programme Performance Indicator
RMC	Risk Management Committee
RSA	Republic of South Africa
SA	South Africa
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SANAS	South African National Accreditation System
SANS	South African National Standard
SANParks	South African National Parks
SARS	South African Revenue Services
SAT	South African Tourism
SDIP	Service Delivery Improvement Plan
SEDA	Small Enterprise Development Agency
SKA	Square Kilometres Array

SMMEs	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SRI	Social Responsibility Implementation
SP	Strategic Plan
Stats SA	Statistics South Africa
STR	State of Tourism Report
TGCSA	Tourism Grading Council of South Africa
THRD	Tourism Human Resource Development
TIP	Tourism Incentive Programme
TKP	Tourism Knowledge Portal
TREP	Tourism Resource Efficiency Programme
TSA	Tourism Satellite Account
TTF	Tourism Transformation Fund
TVET	Technical and Vocational Education and Training
UNISA	University of South Africa
UNWTO	United Nations World Tourism Organization
UA	Universal Access
VIC	Visitor Information Centre
WHS	World Heritage Site
WSP	Workplace Skills Plan
WESSA	Wildlife and Environmental Society of South Africa
WTTC	World Travel and Tourism Council

FOREWORD BY THE MINISTER OF TOURISM

4



“The Department will strengthen the tourism mandate for the accelerated development and radical socio-economic transformation of the sector by ensuring that Government mobilises and effectively utilises all the resources and policy instruments at its disposal and control in a coherent manner”

Derek Hanekom, MP
Minister of Tourism

The significance of tourism within the South African economy is now widely recognised. It is identified in key economic policy documents such as the New Growth Path and the National Development Plan (NDP) as one of the key contributors to the country's economic goals. In his State of the Nation Address on 16 February 2018, the President also referred to tourism as being “another area which provides our country with incredible opportunities to, quite literally, shine”, and as a sector, it “currently sustains 700,000 direct jobs and is performing better than most other growth sectors”. The President further called for more efforts to significantly increase the number of jobs in the sector.

The Department will strengthen the tourism mandate for the accelerated development and radical socio-economic transformation of the sector by ensuring that Government mobilises and effectively utilises all the resources and policy instruments at its disposal and control in a coherent manner. It will use the Government tourism assets (at all spheres) to benefit the wider community, and pursuit of inclusive accelerated growth of the tourism sector and its contribution to the country's economy. These must contribute to the reduction of unemployment (particularly amongst youth and women); eradication of poverty and reduction of inequalities as the key priorities of the National Development Plan.

We are determined to develop tourism assets in a manner that promotes and broadens equitable access the tourism economy. This should amongst others, support development of new enterprises and prevention of skewed concentration of access to these key strategic resources that serve as key attractions that enable successful tourism business operations. We will deepen the penetration of participation of local industries throughout the value chain and supply chain of the tourism sector, with the view to strengthening the linkages with local industrial production sectors, reducing value leakages in the sector, stimulating employment and enterprise development across the economy.

The Department has realised that it must invest its efforts and limited resources wisely, and in a targeted manner in order to maximise impact. To this the Department will be focusing

destinations and precincts when it comes to enhancement. This will create scale and also enable the crowding in of tourism investment in these destinations. These include but are not limited to tourism products in coastal and marine areas, inland waterways, world heritage sites, cultural heritage, botanical gardens, township precinct and national parks etc. The first priority will be to improve the products that we have, the second priority is then to develop new products and attractions where there is clear potential for new development. It is critical that planning keeps both the long term horizon as well as immediate needs in mind.

Working together with tourism sector stakeholders, The Department has commissioned a review of the National Tourism Sector Strategy (NTSS). The reviewed NTSS (2016-2026) which envisions a “rapidly and inclusively growing tourism economy that leverages South Africa's competitive edge in nature, culture, and heritage, underpinned by Ubuntu and supported by innovation and service excellence”, is anchored on five strategic pillars, namely, *Effective Marketing, Facilitating Ease of Access, Visitor Experience, Destination Management and Broad-based Benefit*. The Strategy outlines priority actions, deliverables for monitoring implementation and responsible role players, and emphasises the need for improvements in the effective working relationships between the public and private sectors, and within Government and Government across all spheres. The NTSS (2016-2026) emphasises the whole of Government approach to tourism policy and planning as well as implementation, monitoring and reporting.

Transformation of the South African economy through Broad-Based Black Economic Empowerment (B-BBEE) is a fundamental principle addressed in key Government policy documents such as the NDP, NGP and IPAP. Economic transformation through B-BBEE, as a priority in the tourism sector, is reflected in the Tourism Act (Act No 3 of 2014), the NTSS and the Tourism B-BBEE Sector Code amended in 2015. The Codes were gazetted to ensure that the economic benefits of the booming tourism sector accrue to previously marginalised individuals. The B-BBEE Council will continue to monitor the performance of the sector in the implementation of the Codes.

The Department will implement Working for Tourism Programme, through the Expanded Public Works Programme (EPWP) initiative. The EPWP focuses on the development of infrastructure linked to job creation and SMME development within the tourism sector. In addition, accredited training and skills development is facilitated through funding of these initiatives, which are expected to create 13 475 full-time-equivalent (FTE) jobs over the medium term. The Working for Tourism Programme is a departmental programme which is contributing to the broader EPWP. It implements skills development and tourism infrastructure projects in partnership with various public and community owned entities.

Through the Tourism Incentive Programme, the Department offers financial assistance to small and emerging tourism enterprises to, amongst others, facilitate greater access to international and domestic markets. Improved market access not only stimulates enterprise expansion, job creation and revenue growth on enterprise level, but also drives increased foreign exchange earnings and GDP growth for the country. Through strategic partnerships with development finance institutions such as the Industrial Development Corporation (IDC) and the National Empowerment Fund (NEF), the Department has also introduced incentive and support programmes to facilitate greater energy efficiency and transformation of the tourism sector.

The year 2018 is significant for South Africa on the international front as the country holds the chairs of SADC, BRICS and the Indian Ocean Rim Association (IORA). These opportunities will be used to profile the benefits of tourism to all members' states and to promote regional integration. South Africa is the current Chair of BRICS from January 2018 to December 2018. During this period, the Department will pursue the establishment of a Tourism Work stream within BRICS, which will provide a platform for tourism businesses to explore business ventures and opportunities as BRICS countries provide a lucrative market for tourism businesses.

South Africa is the current Chair of SADC from August 2017 to August 2018. During this period, the Department will drive the integration of tourism agenda into SADC development agenda. The integration entails the activation of a Tourism Coordinating Unit within SADC Secretariat to strengthen tourism policy coordination. South Africa is the current Chair of IORA from October 2017 to October 2019. During this period, the Department will drive the establishment of a Tourism Core Group. A tourism core group would provide a platform for coordination of vital tourism projects and programmes.

The Department is working closely with the Department of Arts and Culture on heritage, liberation and cultural trails as it impacts on tourism outcomes. South Africa has established / created its own Chapter on liberation heritage called the Resistance and Liberation Heritage Route. It is a national memory project aimed at commemorating, celebrating, educating, preserving, conserving and providing a durable statement of South Africa's road to independence. It is championed by the Department of Arts and Culture (DAC) and its agency, the National Heritage Council (NHC). This route seeks to narrate the story of South Africa's struggle and liberation from apartheid and colonialism by identifying and accrediting a network of sites signifying various critical moments and memories of the struggle. We believe that this would add to our rich cultural heritage offering, thereby enhancing our global appeal as a tourism destination.

The Department will develop the Indi-Atlantic Route Implementation Plan. This is in order to create a major route that will cover the entire South African coastline which will have a single brand. This will include demand and supply analysis to identify gaps requiring interventions by all relevant stakeholders. The supply and demand analysis will indicate opportunities and provide ways in which different offerings and tourism gems can be identified for the benefit of local communities and tourism enterprises along the coastline. The project will impact on the prioritised areas of the Coastal and Marine Tourism under the auspices of the Operation Phakisa Oceans Economy. It will unlock the economic potential of the South Africa's coastline, improve the attractiveness of the coastline for tourism, create more jobs and sustain the development of current and new tourism businesses. In this respect, it is envisaged that communities and emerging tourism business will benefit.

Reality is that tourism is a multi-faceted sector, whose development and growth depends on collaboration between the national; provincial and local government, partnerships with industry and trade, and the support of host communities across the country. It is important that all role players are conscious of opportunities and value presented by tourism, and the various ways in which they can influence tourism growth. Tourism can grow jobs and earnings in South Africa within a relatively shorter time, if all stakeholders work together towards a shared goal of inclusive growth, and shared targets and actions for that growth. There are benefits from continuing to work closely with all established stakeholders and relationships in order to translate the expected growth in tourism, into more jobs and business opportunities. The year ahead will be characterised by effective and efficient implementation of our plan, in partnership with all of our stakeholders to improve the lives of all our people.

The Department's Plan contains interventions which are meant to assist with contribution to inclusive economic growth and job creation. Implementation of these interventions, spread across all four Programmes, will be guided by ensuring that all efforts and limited resources are invested wisely and in a targeted manner in order to maximise our impact. We will communicate our interventions to all tourism stakeholders and targeted audiences. We will inform the tourism sector and the citizens, especially those living in the townships and rural communities of these initiatives and interventions so that they can know how to access the benefits from them. The outcome envisaged is to make a difference in the quality of life for South Africa, in particular the designated of groups such as women, youth and people with disability.

The support of the Deputy Minister, Ms Elizabeth Thabethe, the Director-General, Mr Victor Tharage, his management team and the entire staff in the Department of Tourism is greatly appreciated.



Derek Hanekom, MP
Minister of Tourism

MESSAGE BY THE DEPUTY MINISTER OF TOURISM



“ The Department’s Women in Tourism initiatives seek to drive programmes that support the development and empowerment of women in the tourism sector, while also focusing on the fundamental issues of personal development and competitive advantage within the economic sphere. ”

Elizabeth Thabethe, MP
Deputy Minister of Tourism

The Department will continue with the implementation of Skills Development Programmes targeted at youth empowerment. These will include the National Tourism Careers Expo (an exhibition platform where tourism industry practitioners interact with learners and young people to share information on careers, professional, entrepreneurial and business opportunities that exist in the sector with the aim of promoting tourism as a career of choice); Food Safety Programme (targets the training of unemployed graduates with hospitality qualifications from TVET Colleges, with the aim to give them practical experience and exposure to possible placement opportunities); Professional Cookery – Chefs (targeted at unemployed youth between the ages of 18-35 for a period of three years towards becoming professional chefs); Sommelier training (which provides skills to unemployed youth to enhance their employability within the Hospitality and Wine industry); Hospitality Youth Training Programme (trains unemployed youth to enable them to acquire skills and gain work experience to enhance employability in the hospitality and tourism sector).

Destination and experience enhancement programmes will also be implemented to ensure that destinations remains competitive. These include the Blue Flag Programme which is implemented in partnership with the Wildlife and Environmental Society of South Africa (WESSA) aimed at improvement of tourism facilities and services offered at 50 blue flag beaches across three coastal provinces; the Tourism Monitors Programme places youth at strategic sites of attractions. Tourism Monitors’ functions include patrolling identified regional tourist sites, providing information about the sites and tourist trends, providing tourism information awareness to tourists, working closely with security and enforcement agencies on any suspicious activities and tourist incidents.

The Department will continue to implement the Enterprise Development programme which aims to transform the tourism sector and provides developmental support to emerging, existing and rural tourism SMMEs to ensure their viability and sustainability, thereby promoting transformation in the sector over the medium-term. The programme also focuses on the empowerment of women, youth and people with disabilities and contributes to implementation of Broad-Based Black Economic Empowerment.

In the 2017/18 financial year, the Department launched two new programmes, namely, business incubation as well as development and market access facilitation. The preliminary findings from the review of the two programmes show a clear lack of business management capacity by entrepreneurs, limited financial literacy and management skills, poorly conceived and structured business entities, insufficient exposure to marketing platforms, and inadequate service delivery to tourists resulting in stunted growth from informal to formal entities.

In view of these review findings, demand-based business incubation programmes will be designed and tailored in line with the existence of entrepreneurial, jobs and career opportunities in segments of the tourism value chain and the focus will be on building the capacity of the entrepreneurs to manage and market their own businesses through financial literacy and management and support in the development of marketing plans and access to various platforms.

The Department will enhance and implement support programmes for Women in Tourism such as the Executive Development Programme; convene networking breakfasts; strengthen

provincial chapters of Women in Tourism through capacity building and convene a national conference.

The Department will work on initiatives to stimulate Domestic Tourism such as developing a Domestic Tourism Scheme framework; convening information workshops to finalise the framework and piloting the scheme in one node and one township.

The Department will embark on a Tourism Grading Support Programme which will benefit small tourism enterprises. The programme will provide financial support to encourage wider participation in the grading system of the Tourism Grading Council of South Africa (TGCSA) and to ensure uniform and consistent quality standards in the facilities and services provided by accommodation establishments and meetings venues. The aim is to facilitate conformity to quality standards through wider participation in the Tourism Grading System; to reduce the cost burden on small and medium-sized accommodation establishments and meeting venues; and to enhance the overall visitor experience and improve destination competitiveness.

Tourist guiding is a legislated function which is provided for in terms of Tourism Act, 2014 (No. 3 of 2014). The guides themselves are the face of South Africa in the eyes of tourists. Extensive awareness programmes will be rolled out in the new financial year to ensure better understanding of the legislative requirements for tourist guides and the consequences for non-compliance.

Capacity-building for the tourist guiding sector will focus on the upskilling of existing tourist guides who are operating at our World Heritage Sites as well as training new entrants in the field of tourist guiding in selected provinces. The focus of such initiatives is to ensure that guides are given opportunities towards having sustainable careers in the guiding profession and the right combination of skills and knowledge to enable them to provide world-class, authentic and memorable visitor experiences.

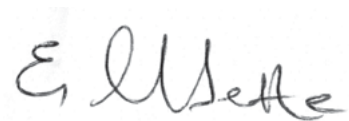
Responsible Tourism remains a policy of the Department since the 1996 White Paper on Tourism Growth and Development. The Department has since then produced numerous documents such as the Responsible Tourism Guidelines, the National Standard for Responsible Tourism and the Operational Guidelines for Community based Tourism in order to encourage and promote adoption of responsible practices in the tourism sector. In line

with the commitment made in the National Tourism Sector Strategy which is to increase interest in “green” “sustainable”, “responsible” and “ethical” tourism, the Department will be publishing the recently developed Environmental Implementation Plan for Tourism (EIP). The EIP seeks to coordinate the management of the environmental impact of tourism policies and programmes. The EIP contains numerous recommendations and sets targets for the industry, which if met, will set tourism on a trajectory that will assist to achieve the goal of a greener and more sustainable tourism path.

The Skills Audit process undertaken by the Department in partnership with CATHSSETA in 2016/17 identified several critical challenges with respect to human resource capacity within the tourism industry. These impact on the potential of the industry to contribute positively to job creation and growing South Africa's economy. The lack of coordination of skills development initiatives, is cited as one of the challenges for addressing the gaps. Besides the Department, this would include the Department of Basic Education, Department of Higher Education and Training, CATHSSETA, Umalusi, tourism industry and labour representatives.

The Tourism Sector Human Resource Development Strategy identifies that in the main, local government remains challenged when it comes to capacity to deliver on the concurrent tourism mandate despite being the point at which delivery needs to take place. The Department will continue to focus on the building of planning and development capacity at different municipalities to address these strategic skills gaps through targeted programmes.

I appreciate, the Minister's direction, support and dedication of the Department's management and staff under the guidance of the Director-General in the pursuit of growing the contribution of tourism to the country's economy. I look forward to continued collaboration and partnership with all of our stakeholders to ensure that this plan delivers on radical socio-economic transformation pursuit.



Elizabeth Thabethe, MP

Deputy Minister of Tourism

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;
- was prepared in line with the current Strategic Plan of the Department of Tourism; and
- accurately reflects the performance targets that the Department of Tourism will endeavour to achieve, given the resources made available in the budget for 2018/19.

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Mr Ralph Ackermann

Signature: 
Chief Financial Officer

Ms Lulama Duma

Signature: 
Deputy-Director General: Corporate Management

Mr Victor Tharage

Signature: 
Accounting Officer

Approved by:
Mr Derek Hanekom, MP

Signature: 
Executive Authority

PART A: STRATEGIC OVERVIEW

Photo courtesy of: South African Tourism (SAT)

1. Performance environment

Tourism remains a significant and critical sector in our economy. It contributes positively to the trade balance through foreign exchange receipts, sustains 700 000 (seven hundred thousand) direct jobs. The tourism sector provides more opportunities and has relatively lower barriers to entry. It is already contributing to the economy through supporting more than 1.5 million direct and indirect jobs in total and bringing in about 9% to our Gross Domestic Product (GDP). Growth in tourism means that the prospects for growing and transforming our economy are significantly enhanced, not only for the sector, but for the entire tourism value chain. This presents a greater opportunity for integration with other 9 Point Plan sectors such as agriculture, manufacturing and transport amongst others. Tourism also presents a greater opportunity to contribute to the three main goals of the National Development Plan, which are employment, equality and poverty eradication.

Overall economic conditions in the country affect domestic tourism performance, which has been on the decline in the past few years. This decline is projected to continue particularly in the earlier part of the medium term period, but should stabilise before it returns to a growth trajectory towards the end of the medium term period, as the economic recovery plans come to fruition but also owing to direct interventions to stimulate domestic tourism from both the supply and demand side.

At the centre of our mandate is the growth tourism in South Africa in order to increase the sector's contribution to the economy of the country. With tourism development requiring a partnership of all spheres of government, business and communities, the national government has the unique role to intervene to remove any barrier that inhibit or reduce accelerated growth of tourism. This role calls for the Department to influence other role players, collaborate with stakeholders and coordinate multi stakeholder interventions that can unlock tourism growth. Radical Socio-Economic Transformation principles need to be applied in order to ensure that the resulting growth is inclusive, allows for meaningful participation and that the benefits of a resilient and growing tourism sector are shared.

The tourism performance environment is impacted upon by trends in technology, demographics, and accessibility of the destination. Changes in the external environment required of the department to re-align its processes, reposition itself and strengthen its capacity to take advantage of opportunities and mitigate against potential threats to implementation of its mandate. Changes in the performance environment also presented an opportunity for the Department to identify and address the internal organisational and cultural factors that impact on its ability to effectively deliver on its mandate.

In developing this plan, the Department has considered the impact of trends in the following areas, which pose challenges on the demand for services in tourism, and need to be addressed:

- Consistent and increasing global **growth in international tourist numbers** (1.184 billion international visits in 2015).
- **Ubiquitous mobile digital technology** leading to major changes in the way the tourism industry function. For example, the use of the internet by travellers to obtain information directly from destinations and tourism businesses, from fellow travellers through social networking, blogs and travel advisory websites. This creates an expectation of permanent quality connectivity availability. It also results in a disruption of the classic tourism activity chain with its many agencies and mediated services, and has significant impact on the nature of jobs and occupations in the industry, as well as the profitability of specific areas.
- **Disruptive technologies** through the use of internet platforms such as AirBnB, with consequences for conventional operators of tourism transport and accommodation services.
- **Shift in tourism demographics** due to increases in the number of older tourists travelling, under 35s travelling (with differences in requirements), and the number of family groups travelling, all of which require products to be proactive and supply tailored services to fit specific traveller needs.
- **Personal safety and security issues** in relation to reputation of destinations for violent crime, terrorism (random attacks on civilians) and exposure to disease, which influence tourist decisions on travel.
- **Increased accessibility and ease of access to destinations** for competing destinations in improving travel facilitation (e.g. bilateral, regional and international "Open Skies" agreements to facilitate travel, implementation of easier visa requirements, visa waivers).
- **Sustainability** and tourist concerns about social and environmental issues in making decisions about holiday (increasing interest in "green" "sustainable", "responsible" and "ethical" tourism, and demonstration of clear benefits to local communities and minimal environmental impact.
- **Other market trends** including developments in the sharing economy and special interests (niches).

Trends in technology internationally show that technology has significantly altered how travel products and services are procured and consumed, with consequences for conventional operators within the tourism value chain, especially accommodation and transport service providers. Technological advancements are a positive challenge in that they encourage and embrace innovation of new products, expand consumer options and experiences in destinations, stimulate entrepreneurship, and create opportunities for new entrants. However, these still need to be managed, including the phenomenon of disruptive technologies, and unintended consequences on traditional operators and consumers.

There is a need to strike a balance between embracing innovation and maintaining a sense of sustainability. This would also require improvement to the current passive regulatory frameworks in order to provide fair regulations and guidelines to level the playing field.

Tourism is benefits from weaker exchange rate, as the destination now offers a better value for money proposition to international and regional tourists. However, for operators whose contracts may have been concluded under different and stronger exchange rate environment, the result of weaker exchange rate may mean a reduction in earnings. Tourism can grow jobs and earnings in South Africa within a very short time, if all stakeholders work together towards a shared goal of inclusive growth, and shared targets and actions for that growth. However, this is dependent on several factors, including aviation / airlift, which plays an important role in bringing visitors to the country to experience the beauty and hospitality of South Africa. Since South Africa is a long haul destination for the main overseas tourist markets, it is important that facilitation of air connectivity for key source markets be prioritised. There are however, challenges currently with aviation, which impact on tourism. The cost of air transportation (which is in part a function of available airlift capacity) remains a major barrier for travel to South Africa even though the destination provides exceptional value for money. While decisions about flight routes and frequency are based on business profitability in the global context, airline decisions to fly to South Africa could however, be influenced through ensuring ease of access, appropriate infrastructure and an attractive destination. The solution lies in a better understanding of airlift barriers, including air service agreements between countries, routing, capacity and load factors, slots and pricing, and cost input for airlines. Promotion of healthy competition in aviation with due regard to sustainability is an important area of work. As we increase our efforts in line with President Ramaphosa's call to increase the tourism contribution to job creation, more competitive airlift capacity will be central to that growth.

The reality is that tourism is a multi-faceted sector, whose development and growth depends on collaboration between the national, provincial and local levels of government, partnerships with trade and industry, and the support of host communities across South Africa. All role players need to be conscious of the opportunities and value presented by tourism, and the various ways in which they can influence tourism growth. This demands that the Department continues to strengthen inter-departmental collaboration, coordination with provinces, strategic partnerships, effective stakeholder communication and robust engagements with the industry on matters of mutual interest. The tourism sector needs to demonstrate appreciation of all stakeholders' contributions to the ongoing success of tourism in our country. There are benefits from continuing to work closely with all established stakeholders and relationships in order to translate the expected growth in tourism, into increased jobs and business opportunities.

2. Organisational environment

The Department must contribute to all efforts aimed at creating public confidence in the state. This can be done through, amongst others, the following: excellent systems for management of public resources, removing inefficiency in the organisational delivery system, enabling oversight by institutions of the state, and enhancing accountability to stakeholders in the interest of the public. This responsibility includes ensuring that there is an effective allocation of resources (to ensure that allocation of limited resources reflects the policy priorities of the government) and value for money to ensure that resource allocation through the budget and new approaches to procurement contribute to the constitutional requirement that "efficient, economic and effective use of resources must be promoted". This means that the Department should:

- demonstrate that public resources are spent wisely and in accordance with legal mandate to render quality services;
- recognise that public resources are finite and the priorities they should fund are immense and spend limited resources in ways that demonstrate achievement of value for money.

The Department has undergone some changes in its internal environment which have the potential to affect its performance.

In the light of the current fiscal constraints, the Department has to do more with less human resource capacity. In its own assessment of human resource needs, an organisational structure of 561 posts was proposed. However, in consultation with other government stakeholders, the approved structure is at 508 as of April 2017. The determination of the scope and size of departmental units was influenced by the ratio between support versus core functions, as well as the allocated budget for compensation. To address the resultant staff additional to the establishment, the Department undertook an internal recruitment drive. The Department has set itself a threshold of maximum 8% vacancy rate in order to maintain capacity required to deliver on its mandate.

The fiscal position of the state has implications for the department as is for all other government departments. The constraints on human resource capacity require that efficiency and effectiveness improvements be adopted in the department.

The Skills Audit finalised in 2017 revealed that the Department has about 80-90% of the skills it requires in order to deliver on its mandate. There are skills gaps that were identified and which are in the process of being developed through the Workplace Skills Plan

2017/2018: these include the following: Computer Literacy, Coastal and Marine Tourism; Destination Development; Emotional Intelligence and Interpersonal Skills; Monitoring and Evaluation; People Management, Development and Empowerment; Policy Development, Implementation and Analysis; Research Skills; Stakeholder Management, Engagement and Collaboration; Supply Chain Management; Health and Safety for Auxiliary Workers. In addition, the internal recruitment drive and the necessity to absorb staff additional to the approved establishment meant that staff have moved across functional areas. This adds to the need for an intense skills development programme.

The opportunity for vertical mobility for a substantial number of staff to supervisory positions, further brought with it the need for development of supervisory skills. Although project management training was addressed during the 2016/17 financial year, it had been found that there were still developmental needs in that regard, which may be addressed through *ad-hoc* training. In view of the budget constraints, not all the staffing needs (in terms of numbers and special skills) could be adhered to during the restructuring and in some areas the Department has opted to outsource instead, where it is absolutely necessary and services may be once-off in nature.

The top three key budget subprogrammes the Tourism Vote, are marketing South Africa as a destination (transfer to SA Tourism), Working for Tourism (an Expanded Public Works Programme focusing on the development of tourism infrastructure and skills development in the sector whilst also creating employment for youth), and Tourism Incentive Programme (which includes Tourism Market Access, Tourism Grading Support, Tourism Destination Development and Energy Efficiency incentives). While the South African Tourism received additional funds of R264 million over the 2017 MTEF period, budget cuts of R37 million were imposed on the entity. Working for Tourism absorbed budget cuts of R38 million over the MTEF period, which will have an impact on its deliverables. Tourism Incentive Programme absorbed budget cuts of R60 million over the MTEF period, which will have an impact on its deliverables. Departmental compensation budget was cut by R9,6 million over the MTEF, hence the aforementioned reduction in the number of posts on the approved structure.

Current accommodation facility has been determined not to be adequate for all the departmental operational needs in order to deliver on its strategic objectives. The accommodation facility's design no longer caters for any expansion or changes to create a conducive working space. The space available is not able to cater for the Department's needs (i.e. meeting spaces, project management spaces, archiving, and storage facilities, Employee Assistance Programme, consulting rooms for open plan occupants, training facilities, Server, library and parking). Furthermore, in terms of the operating expenses, the leased accommodation is no longer affordable. Maintenance expenses are too high to keep the office safe and healthy.

In this regard, the Department has initiated discussions with the Department of Public Works and National Treasury with a view to explore the option of procuring a state-owned property, that is designed to suit the needs of the Department, and to cater for future expansion (10% increase as per Government Immovable Asset Management Act) and provide required office space that will create conducive work environment; facilitate efficient usage; long term investment for Government; and reduce maintenance costs.

The Department has clear Delegations of Authority on Finance and Human Resources in terms of roles and responsibilities. There is, sometimes, the sentiment that some delegations have the potential to affect the promptness and efficiency with which decisions are taken. The need exists however, to cultivate an agile environment to enable the review and change of delegations when necessary. This includes the need to identify areas for new delegations in relation to the Departmental Supply Chain Delegations. The delegations however, are not substitute for accountability and responsibility.

Capacity and planning for procurement, and its impact on organisational performance remains an area that requires constant monitoring. This requires an analysis of the procurement administration system to guide the choice and implementation of the necessary interventions which include managing risks related to non-performing service providers, unethical businesses and contract management.

Ethics and ethical conduct (real and perceived) are factors that affects the reputation of the State, and departments. This is a challenge that relates ethical culture concerns within the entire Public Service, of which this Department is not immune. Potential risks in this area include the following: theft and fraud by officials, improper use of government property, conflict of interest, bribery and influence peddling, divulging confidential information, immoral conduct by officials. Implementation of the ethics initiatives, will be further accelerated. Good governance should be seen as a prerequisite for effective service delivery. It requires consistent, effective ethical leadership from all.

3. Revision to legislative and other mandates

The Department is currently amending the Tourism Act, 2014 to provide for the better governance of South African Tourism, the implementation of the national grading system, to professionalise tourist guiding sector and to regulate the new platforms tourism services (or the so-called sharing economy). The draft Amendment Bill will be processed for consultation and submitted for promulgation.

4. Overview of 2018/19 budget and MTEF estimates

4.1. Expenditure estimates

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Programmes	Audited Outcome R'000	Audited Outcome R'000	Audited Outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Administration	219 783	222 806	227 079	234 081	271 415	290 845	311 643
Tourism Research, Policy and International Relations	938 201	1 034 435	1 102 815	1 203 108	1 281 995	1 350 484	1 424 763
Destination Development	306 292	277 337	400 305	431 853	401 754	446 186	470 220
Tourism Sector Support Services	93 318	242 816	189 447	271 114	306 653	316 776	335 986
Total	1 557 594	1 777 394	1 919 646	2 140 156	2 261 817	2 404 291	2 542 612
Economic classification							
Current payments	460 786	452 618	584 672	648 930	555 913	698 982	740 994
Compensation of employees	231 504	252 906	266 118	284 853	310 353	334 380	360 282
Goods and services of which:	229 282	199 712	318 554	364 077	245 560	364 602	380 712
Computer services	14 334	19 109	18 251	22 020	25 453	25 270	26 639
Consultants: Business and advisory services	3 357	19 490	20 799	69 017	65 593	180 847	185 477
Operating leases	32 139	34 390	33 874	29 594	33 515	36 550	38 531
Travel and subsistence	31 169	33 062	32 293	44 465	41 177	46 374	48 891
Training and development	106 173	51 247	165 667	76 411	12 255	3 546	3 737
Transfers and subsidies	1 083 730	1 230 784	1 169 672	1 379 033	1 481 808	1 500 104	1 581 212
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	886 257	1 045 570	1 040 012	1 139 097	1 232 475	1 297 411	1 367 674
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	8 552	5 810	6 368	6 638	2 508	2 194	2 313
Public corporations and private enterprises	-	72 915	75 312	88 279	161 501	163 903	172 619
Non-profit institutions	26 450	24 200	200	500	472	413	435
Households	162 471	82 289	47 780	144 519	84 852	36 183	38 171
Payments for capital assets	12 816	93 413	164 530	112 193	224 096	205 205	220 406
Buildings and other fixed structures	-	87 160	158 988	107 493	218 594	199 900	214 813
Machinery and equipment	10 718	6 211	5 350	4 700	5 297	5 128	5 406
Software and other intangible assets	2 098	42	192	-	205	177	187
Payments for financial assets	262	579	772	-	-	-	-
Total economic classification	1 557 594	1 777 394	1 919 646	2 140 156	2 261 817	2 404 291	2 542 612

4.2. Relating expenditure trends to strategic outcome-oriented goals

The 2018 Department's budget allocation amounted to R2,262 billion of which R310,353 million is allocated to fund Compensation of Employees for the establishment of 519 posts (inclusive of internships), R245,560 million is budgeted for the Goods and Services, R1,482 billion is budgeted for Transfer and Subsidies and R224,1 million is for the payments of Capital Assets.

The Department received baseline increases of R35 million for 2019/20 and R36,9 million for 2020/21 for the Economic Competitiveness and Support Package incentive investment projects. The increase is within the subprogramme Tourism Incentive Programme (TIP). There were also increases in compensation amounting to R27,8 million, R30,3 million and R33,4 million for 2018/19, 2019/20 and 2020/21 respectively.

There were specific baseline reductions of R27,8million, R30,3 million and R33,4 million in 2018/19, 2019/20 and 2020/21 respectively for goods and services within the Destination Development Programme. There were also reductions of R21,2 million, R22,4 million and 23,6 million in 2018/19, 2019/20 and 2020/21 respectively for the Expanded Public Works Incentive Programme within the Destination Development Programme. Other specific baseline reductions were for National Tourism Careers Expo (R109 000, R95 000 and R100 000 in 2018/19, 2019/20 and 2020/21 respectively) and Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority, CATHSSETA, (R7 000, R6 000 and R7 000 in 2018/19, 2019/20 and 2020/21 respectively).

One of the focus areas for the Department is to promote international and domestic tourism, which in turn supports job creation and economic growth and is aligned to the attainment of outcome 4 of the National Development Plan (NDP), "Decent employment through inclusive economic growth".

The Department relies on South African Tourism (SAT), its public entity, to market South Africa as a tourist destination. To this end the Department will transfer 53% (R3,8 billion) of its budget over the medium term to SAT for this purpose. The transfer is included within the programme Tourism Research, Policy and International Relations under the subprogramme South African Tourism.

Through the Destination Development Programme, the Department will work with all spheres of government, communities and the private sector to develop tourism places, spaces infrastructure, and experiences. The Destination Development Programme is also responsible for delivery of the Coastal and Marine Tourism Implementation Plan under the auspices of Operation Phakisa in prioritised Coastal Tourism Nodes. The Department will spend 15,4% (R1,1 billion) of its budget over the medium term on the Working for Tourism subprogramme through the Expanded Public Works Programme (EPWP) initiative. The EPWP focuses on the development of infrastructure linked to job creation and small, medium and micro enterprises (SMMEs) development within the tourism sector. In addition, accredited training and skills development is facilitated through funding of initiatives such as the Food Safety Training Programme, the Sommeliers Training Programme and the National Youth Chefs Training Programme (NYCTP). Through the Food Safety Training Programme, unemployed youth who have a National Diploma in Hospitality are trained in food safety assurance and placed in hospitality establishments across the country to receive on-the-job training. The NYCTP looks at recruiting and skilling unemployed youth to become professional chefs after completing an accredited three-year training course coupled with industry practical experience. The Sommeliers Training Programme is a three-year programme for unemployed youth. These initiatives are expected to create 13 475 full-time equivalent (FTE) jobs over the medium term.

The Department will spend 8,6% (R619,9 million) of its budget on the subprogramme Tourism Incentive Programme. This subprogramme received an additional R71,9 million in its budget allocation, R35 million for 2019/20 and R36,9 million for 2020/21 financial years. This programme aims to incentivise priority areas, including providing market access support, tourism grading support, implementation of energy efficiency initiatives and funding of transformation initiatives in the tourism sector towards unlocking capital investment by black tourism entrepreneurs, targeting SMMEs. The subprogramme is within the programme Tourism Sector Support Services

The Department will also spend R163,3 million through the Enterprise Development and Transformation subprogramme which aims to transform and increase the geographical spread of the tourism sector to provide developmental support to 1 400 rural tourism enterprises over the medium term. It also focuses on empowerment of women, youth and people with disabilities and Broad-Based Black Economic Empowerment (B-BBEE). Enterprise Development and Transformation is within the programme Tourism Sector Support Services.

PART B: PROGRAMMES AND SUBPROGRAMMES



Photo courtesy of: South African Tourism (SAT)

5. Departmental programmes: strategic objectives, programme performance indicators (PPIs) and annual targets for 2018/19 – 2020/21

5.1. PROGRAMME 1: ADMINISTRATION (CORPORATE MANAGEMENT)

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

Table 1: Corporate Management's strategic objectives and annual targets

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021
Strategic outcome-oriented goal: Achieve good corporate and cooperative governance						
Strategic objective 1: To ensure economic, efficient and effective use of departmental resources						
Objective statement: To review and implement the organisational performance management system to enhance departmental performance						
Five-year Strategic Plan target: Unqualified audit opinion without emphasis on matters regarding performance information						
PPI 1: Number of strategic documents developed						
				Fourteen Strategic Documents:	Fourteen Strategic Documents:	Fourteen Strategic Documents:
SP and APP for 2015/16 reviewed	SP and APP for 2016/17 reviewed	SP and APP for 2017/18 were reviewed	Review of the SP and APP for 2018/19	APP for 2019/20 developed	SP for 2020/21 – 2024/25 and APP for 2020/21 developed	APP for 2021/22 developed
<ul style="list-style-type: none"> Annual Performance Report for 2013/14 was developed Four quarterly reports on the implementation of the SP and APP were developed 	Annual Performance Report for 2014/15 was developed as well as four quarterly reports on the implementation of the SP and APP were developed	Annual Performance Report for 2016/17 as well as four quarterly reports on the implementation of the SP and APP were developed	Annual Performance Report for 2016/17 as well as four quarterly reports on the implementation of the SP and APP developed	<ul style="list-style-type: none"> Annual Performance Report for 2017/18 developed Four quarterly reports on the implementation of the SP and APP developed 	<ul style="list-style-type: none"> Annual Performance Report for 2018/19 Four quarterly reports on the implementation of the SP and APP developed 	<ul style="list-style-type: none"> Annual Performance Report for 2019/20 Four quarterly reports on the implementation of the SP and APP developed
Three quarterly risk mitigation reports analysed and submitted to Risk Management Committee (RMC) Secretariat provided for RMC	Four quarterly risk mitigation reports analysed and submitted to RMC	Four quarterly risk mitigation reports analysed and submitted to RMC	Four quarterly risk analysis reports prepared	Four quarterly risk analysis reports presented to RMC	Four quarterly risk analysis reports presented to RMC	Four quarterly risk analysis reports presented to RMC

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021
Four SAT oversight reports prepared	Four SAT oversight reports were prepared	Four SAT oversight reports were prepared	Four SAT oversight reports prepared	Four SAT oversight reports developed	Four SAT oversight reports developed	Four SAT oversight reports developed
Strategic objective 1: To ensure economic, efficient and effective use of departmental resources Objective statement: To attract, develop and retain a capable and skilled workforce in a caring work environment						
Five-year Strategic Plan target: Compliance with public service prescripts in relation to human resource management and development						
PPI 2: Vacancy rate						
Vacancy rate as at 31 March 2015 was at 6%	Vacancy rate as at 31 March 2016 was at 5,75%	Vacancy rate as at 31 March 2017 was at 6,6%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%
PPI 3: Percentage women representation in senior management service (SMS), representation for people with disabilities, and black representation						
<ul style="list-style-type: none"> • 53% women representation • 5,3% representation for people with disabilities • 95,1% Black representation 	Minimum of 49% women representation in SMS and 5% representation for people with disabilities maintained	<ul style="list-style-type: none"> • Women representation in SMS was maintained at 50,7% as at 31 March 2017 • People with disabilities representation was maintained at 4,6% as at 31 March 2017 • Black representation was maintained at 95,2% as at 31 March 2017 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation
PPI 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions						
100% WSP development and implementation	100% development and implementation of WSP	100% development and implementation of WSP	Development and 100% implementation of WSP	Development and 100% implementation of WSP	Development and 100% implementation of WSP	Development and 100% implementation of WSP

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021
PPI 5: Percentage compliance with prescripts on management of labour relations matters						
100% compliance on the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance on management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining
Strategic objective 1: To ensure economic, efficient and effective use of departmental resources Objective statement: To provide optimal information communication technology (ICT) services that would enable efficient service delivery						
Five-year Strategic Plan target: Compliance with Corporate Governance of ICT Framework						
PPI 6: Implementation of Information Communication Technology Strategic Plan (ICTSP)						
2014-2018 ICTSP developed	100% implementation of phase 1 of the ICTSP	Phase 2 of the ICTSP was implemented	Implementation of phase 3 of the ICTSP	Revise and implement an ICTSP (2018/19-2022/23)	Implement 2019/20 ICTSP targets	Implement 2020/21 ICTSP targets
Strategic objective 1: To ensure economic, efficient and effective use of departmental resources Objective statement: To advocate for departmental resources and ensure their economic, efficient and effective use to achieve departmental priorities						
Five-year Strategic Plan target: Unqualified audit opinion on financial management						
PPI 7: Number of quarterly and annual financial statements submitted						
Submission of four quarterly and one annual financial statement to National Treasury (NT) and Auditor-General of South Africa (AGSA)	Three quarterly and one annual financial statement submitted to NT and AGSA	<ul style="list-style-type: none"> Three quarterly interim financial statements compiled and submitted to NT One annual financial statement compiled and submitted to NT and AGSA 	<ul style="list-style-type: none"> Three quarterly interim financial statements submitted to NT One annual financial statement submitted to NT and AGSA 	<ul style="list-style-type: none"> Three quarterly interim financial statements submitted to NT One annual financial statement submitted to NT and AGSA 	<ul style="list-style-type: none"> Three quarterly interim financial statements submitted to NT One annual financial statement submitted to NT and AGSA 	<ul style="list-style-type: none"> Three quarterly interim financial statements submitted to NT One annual financial statement submitted to NT and AGSA

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021
Strategic objective 1: To ensure economic, efficient and effective use of departmental resources						
Objective statement: To provide assurance through an internal audit service for good corporate governance						
Five-year Strategic Plan target: Enhanced controls, Risk Management and Governance processes in the Department						
PPI 8: Percentage 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	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
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities						
Objective statement: To implement awareness programmes and an effective communication strategy						
Five-year Strategic Plan target: Increase awareness of tourism programmes and promote the departmental brand						
PPI 9: Percentage implementation of the communication strategy (media engagement, branding, events management, internal communication, intergovernmental communications and community engagements/lzimbizo						
91% implementation of the Department's communication strategy	100% implementation of the NDT communication strategy	100% implementation of the Department's communication Strategy	100% implementation of the Department's communication strategy	100% implementation of the Department's communication strategy	100% implementation of the Department's communication strategy	100% implementation of the Department's communication strategy
Strategic objective 4: To contribute to economic transformation in South Africa						
Objective statement: To align departmental expenditure to contribute to black economic empowerment (BEE) as per the B-BBEE Act						
Five-year Strategic Plan target: Compliance with B-BBEE procurement requirements						
PPI 10: Percentage procurement from B-BBEE-compliant businesses						
100% expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 8	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 8	100% procurement from B-BBEE-compliant businesses	100% procurement from B-BBEE-compliant businesses	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5

Table 2: Corporate Management's quarterly targets

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 1: Number of strategic documents developed	Quarterly	Fourteen Strategic documents:				
		APP for 2019/20 developed	Organisational performance management guidelines reviewed	First draft APP for 2019/20 submitted to Department of Planning, Monitoring and Evaluation (DPME) and National Treasury (NT)	Second draft APP for 2019/20 submitted to DPME and NT	<ul style="list-style-type: none"> • Submission of the APP for 2019/20 for approval • APP for 2019/20 tabled in Parliament
		<ul style="list-style-type: none"> • Annual Performance Report for 2017/18 developed • Four quarterly reports on the implementation of the SP and APP developed 	<ul style="list-style-type: none"> • Fourth-quarter performance reports for 2017/18 submitted to DPME and NT • Performance information for Annual Report submitted to AGSA 	<ul style="list-style-type: none"> • Annual report for 2017/18 tabled in Parliament • First-quarter performance report for 2018/19 submitted to DPME and NT 	Second-quarter performance reports for 2018/19 submitted to DPME and NT	Third-quarter performance reports for 2018/19 submitted to DPME and NT
		Four quarterly risk analysis reports presented to RMC	Fourth-quarter risk analysis report for 2017/18 presented to RMC	First-quarter risk analysis report presented to RMC	Second-quarter risk analysis report presented to RMC	Third-quarter risk analysis report presented to RMC
		Four SAT oversight reports developed	SAT quarterly oversight report developed	SAT quarterly oversight report developed	SAT quarterly oversight report developed	SAT quarterly oversight report developed
PPI 2: Vacancy rate	Quarterly	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 8%

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 3: Percentage women representation in senior management service (SMS), representation for people with disabilities and black representation	Quarterly	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation 	<ul style="list-style-type: none"> • Maintain minimum of 50% women representation at SMS level • Maintain minimum of 3% people with disabilities representation • Maintain minimum of 91,5% Black representation
PPI 4: Percentage implementation of WSP with defined targeted training interventions	Quarterly	Development and 100% implementation of WSP	Development and 25% implementation of WSP	30% implementation of WSP	25% implementation of WSP	20% implementation of WSP
PPI 5: Percentage compliance with prescripts on management of labour relations matters	Quarterly	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining	100% compliance in the management and handling of grievances, misconduct, disputes and collective bargaining
PPI 6: Implementation of ICTSP	Quarterly	Revise and implement an ICTSP (2018/19-2022/23)	<ul style="list-style-type: none"> • Draft revised ICTSP developed • Implement deliverables for Quarter 1 according to the implementation plan 	<ul style="list-style-type: none"> • Obtain approval for revised ICTSP • Implement deliverables for Quarter 2 according to the implementation plan 	Implement deliverables for Quarter 3 according to the implementation plan	Implement deliverables for Quarter 4 according to the implementation plan

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 7: Number of quarterly and annual financial statements submitted	Quarterly	<ul style="list-style-type: none"> Three quarterly interim financial statements submitted to NT One annual financial statement submitted to NT and AGSA 	Annual financial statements submitted to NT and AGSA	First quarter interim financial statements submitted to NT	Second quarter interim financial statements submitted to NT	Third quarter interim financial statements submitted to NT
PPI 8: Percentage implementation of the annual internal audit plan	Quarterly	100% implementation of the annual internal audit plan	30% implementation of the annual internal audit plan	30% implementation of the annual internal audit plan	25% implementation of the annual internal audit plan	15% implementation of the annual internal audit plan
PPI 9: Percentage implementation of the communication strategy (media engagement, branding, events management internal, inter-governmental communications and community engagements/Izimbizo)	Quarterly	100% implementation of the Department's communication strategy	100% implementation of the Quarter 1 requirement of the annual implementation plan of the Department's communication strategy	100% implementation of the Quarter 2 requirements of the annual implementation plan of the Department's communication strategy	100% implementation of the Quarter 3 requirements of the annual implementation plan of the Department's communication strategy	100% implementation of the Quarter 4 requirements of the annual implementation plan of the Department's communication strategy
PPI 10: Percentage procurement from B-BBEE-compliant businesses	Quarterly	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5

5.1.1. Expenditure estimates

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Administration	Audited Outcome R'000	Audited Outcome R'000	Audited Outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Ministry	30 834	26 032	26 823	25 159	23 603	25 328	27 244
Management	14 543	13 375	17 129	3 131	2 665	2 887	3 120
Corporate Management	116 301	120 772	120 537	146 114	172 662	183 476	195 701
Financial Management	23 699	25 350	25 635	30 083	34 955	38 172	42 375
Office Accommodation	34 406	37 277	36 955	29 594	37 530	40 982	43 203
Total	219 783	222 806	227 079	234 081	271 415	290 845	311 643
Economic classification							
Current payments	207 015	216 818	221 803	232 084	266 327	286 301	306 852
Compensation of employees	115 076	119 313	125 793	131 487	147 936	158 948	171 115
Goods and services of which:	91 939	97 505	96 010	100 597	118 391	127 353	135 737
Audit costs: External	4 210	4 985	5 237	5 000	6 019	7 723	9 624
Computer services	14 285	18 223	14 716	22 020	22 264	23 970	25 269
Operating leases	32 139	34 390	33 874	29 594	33 265	36 290	38 257
Travel and subsistence	15 099	13 355	12 012	15 602	15 537	16 136	17 011
Venues and facilities	1 219	1 668	1 817	5 387	7 740	8 171	8 613
Transfers and subsidies	2 536	2 240	1 231	197	179	157	165
Departmental agencies and accounts	618	176	185	197	179	157	165
Households	1 918	2 064	1 046	-	-	-	-
Payments for capital assets	10 053	3 608	3 593	1 800	4 909	4 387	4 626
Buildings and other fixed structures	-	-	-	-	650	-	-
Machinery and equipment	7 984	3 566	3 401	1 800	4 064	4 222	4 452
Software and other intangible assets	2 069	42	192	-	195	165	174
Payments for financial assets	179	140	452	-	-	-	-
Total economic classification	219 783	222 806	227 079	234 081	271 415	290 845	311 643

5.1.2. Relating expenditure trends to strategic outcome-oriented goals

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 and Systems, Information and Communication Technology, and Internal Audits. This programme budget is 12% of the total departmental budget for the 2018/19 financial year. An amount of R271,415 million has been allocated for this programme of which R147,936 (54,5%) is for Compensation of Employees.

The amount allocated for Office Accommodation for the 2018/19 financial year is R37,530 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 AGSA.

5.2 PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

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

Table 3: Tourism Research, Policy and International Relations' strategic objectives and annual targets

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategic outcome-oriented goal: Achieve good corporate and cooperative governance						
Strategic objective 3: To create an enabling legislative and regulatory environment for tourism development and growth						
Objective statement: To develop national policies and legislative tools to guide a harmonised approach to growth and development of tourism across the country						
Five-year Strategic Plan target: Six policy development initiatives						
PPI 1: Number of policy development initiatives undertaken						
-	-	-	Two policy development initiatives conducted: <ul style="list-style-type: none"> Two tourism policy bulletins published Policy proposals in relation to negative unintended implication of developments in the sharing economy 	Two tourism facilitation initiatives conducted: <ul style="list-style-type: none"> Quarterly analysis reports on airlift developed to inform stakeholder engagements Quarterly analysis report on visa requirements developed to inform stakeholder engagements 	Two tourism facilitation initiatives conducted: <ul style="list-style-type: none"> Quarterly analysis reports on airlift developed to inform stakeholder engagements Quarterly analysis report on visa requirements developed to inform stakeholder engagements 	-

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategic objective 9: To provide knowledge services to inform policy, planning and decision making						
Objective statement: To develop and maintain knowledge management systems and ensure effective monitoring and evaluation of sector programmes						
Five-year Strategic Plan target: Development and implementation of Monitoring and Evaluation Reports to inform planning and decision making						
PPI 2: Number of information dissemination platforms hosted						
-	Two National Tourism Stakeholder Forum meetings hosted	Two National Tourism Stakeholder Forum hosted	Three platforms created: <ul style="list-style-type: none"> Annual National Tourism Stakeholder Forum hosted Annual Public Lecture hosted Annual Tourism Research Seminar hosted 	Two platforms created: <ul style="list-style-type: none"> Tourism Public Lecture hosted Tourism Research Seminar hosted 	Two platforms created: <ul style="list-style-type: none"> Tourism Public Lecture hosted Tourism Research Seminar hosted 	Two platforms created: <ul style="list-style-type: none"> Tourism Public Lecture hosted Tourism Research Seminar hosted
Strategic objective 9: To provide knowledge services to inform policy, planning and decision making						
Objective statement: To develop and maintain knowledge management systems and ensure effective monitoring and evaluation of sector programmes						
Five-year Strategic Plan target: Development and implementation of Monitoring and Evaluation Reports developed						
PPI 3: Number of Tourism Monitoring and Evaluation Reports developed						
<ul style="list-style-type: none"> 2013 State of Tourism Report (STR) developed 2013/14 National Tourism Sector Strategy (NTSS) Annual Implementation Report developed Report on the evaluation of the NYCTP developed Report on tourism sustainability following land settlement developed 	<ul style="list-style-type: none"> 2014/15 STR developed Impact evaluation of completed and operational social responsibility implementation (SRI) Project done 2014/15 NTSS Implementation Report finalised 	2015/16 STR developed	Four reports: <ul style="list-style-type: none"> 2017/18 STR developed Two evaluation reports (TIP market access incentive and Food Safety Programme) 2016/17 NTSS Implementation Report 	Twenty two reports: <ol style="list-style-type: none"> 2017/18 NTSS Implementation Report developed Draft 2018/19 STR Quarterly Tourism Fact Sheets developed Monthly reports on the analysis of tourist arrivals developed Report on the implementation of the monitoring plan for capacity-building projects 	Five reports: <ul style="list-style-type: none"> 2018/19 NTSS Implementation Report developed Draft 2019/20 STR Evaluation report on Tourism Enterprise Development Programme (Incubators) developed Impact evaluation report on departmental capacity-building programmes finalised 	Five reports: <ul style="list-style-type: none"> 2019/20 NTSS Implementation Report developed Draft 2020/21 STR Evaluation report on the Blue Flag Ambassador Programme developed Evaluation report on the Local Government Development and Tourism Growth Support Programme developed

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
PPI 4: Number of information systems developed and maintained						
				6. Impact evaluation report on departmental capacity-building programmes commenced 7. Report on the implementation of the monitoring plan for infrastructure projects 8. Annual report on the implementation of signed bilateral agreements	• Annual report on the facilitation and monitoring of implementation of the signed bilateral agreements	• Annual report on the facilitation and monitoring of implementation of the signed bilateral agreements
<ul style="list-style-type: none"> • Visitor information Knowledge Centre Database Tool was developed • Tourist Guide Central Database was developed • National Visitor Information Framework (NVIF) implementation • Visitor Information Centre National Directory and operational guidelines developed • One National Tourism Information Gateway (NTIG) maintained • One airport of entry, OR Tambo International Airport (ORTIA) was developed 	<ul style="list-style-type: none"> • Five-year plan for Tourism Knowledge Portal (TKP) development enhancements completed • One NTIG maintained (ORTIA) • One NTIG developed: King Shaka International Airport (KSIA) 	<ul style="list-style-type: none"> • Regulations on the National Tourism Information and Monitoring System (NTIMS) were developed • Mobile application (mobile app) for tourist guides was developed • Mobile app for VICs developed • Two NTIGs maintained at KSIA and ORTIA • One NTIG enhanced at ORTIA 	<ul style="list-style-type: none"> • Concept on the design and implementation plan of the NTIMS developed • Training of youth as data capturers for collection of NTIMS data (2 per municipality) Two mobile apps (tourist guides and VICs) maintained	Three information systems: <ul style="list-style-type: none"> • Development of the NTIMS: supply side database prioritised • Development of database of black-owned products and services • Development of a biometric time and attendance system for tourism EPWP projects 	One information system: Enhancement and upgrading of the NTIMS	One information system: Enhancement and maintenance of the NTIMS

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategic objective 11: To enhance regional tourism integration						
Objective statement: To implement programmes aimed at strengthening regional cooperation for sustainable tourism growth and development within the Southern African Development Community (SADC) and across the African continent						
Five-year Strategic Plan target: Four initiatives undertaken to enhance collaboration with regional tourism partners						
PPI 5: Number of initiatives facilitated in multilateral fora and bilateral cooperation and regional integration						
Regional integration: <ul style="list-style-type: none"> Capacity-building workshop on grading and statistics conducted, targeted at African countries with whom South Africa signed agreement Review of the implementation of the Indaba expansion policy finalised 	Ministerial session at the 2015 Tourism Indaba hosted	Ministerial session at the 2016 Tourism Indaba hosted	Four initiatives: <ul style="list-style-type: none"> Draft a plan for the hosting of a Tourism Workstream during the 2018/19 Brazil, Russia, India, China and South Africa (BRICS) summit Draft a plan for the hosting of a Tourism Workstream during South Africa's chairship of Indian Ocean Rim Association (IORA) Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements Indaba Ministerial Session 	Five initiatives: <ol style="list-style-type: none"> Hosting of IORA Workshop on Coastal and Marine Tourism Hosting of IORA Tourism Experts Meeting Hosting of the IORA Tourism Ministers' Meeting Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements hosted Indaba Ministerial Session hosted 	Two initiatives: <ol style="list-style-type: none"> Sharing of Best Practices Workshop 2020 targeted at African countries with whom SA signed tourism agreements hosted Indaba Ministerial Session hosted 	Two initiatives: <ol style="list-style-type: none"> Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted Indaba Ministerial Session hosted
Strategic objective 7: To facilitate tourism capacity-building programmes						
Objective statement: To implement prioritised programmes that present opportunities for training and development for the growth of the sector						
Five-year Strategic Plan target: Capacity-building initiatives implemented						
PPI 6: Number of capacity-building programmes implemented						
-	-	-	-	One programme: 600 trained youth employed for NTIMS data collection	-	-

Table 4: Tourism Research, Policy and International Relations' quarterly targets

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 1: Number of policy development initiatives undertaken	Quarterly	Two tourism facilitation initiatives:				
		Quarterly analysis reports on airlift developed to inform stakeholder engagements	Analysis report on airlift developed to inform stakeholder engagements	Analysis report on airlift developed to inform stakeholder engagements	Analysis report on airlift developed to inform stakeholder engagements	Analysis report on airlift developed to inform stakeholder engagements
		Quarterly analysis reports on visa requirements developed to inform stakeholder engagements	Analysis report on visa requirements developed to inform stakeholder engagements	Analysis report on visa requirements developed to inform stakeholder engagements	Analysis report on visa requirements developed to inform stakeholder engagements	Analysis report on visa requirements developed to inform stakeholder engagements
PPI 2: Number of information dissemination platforms hosted	Quarterly	Two platforms hosted:				
		Tourism Public Lecture hosted	Concept document for the Tourism Public Lecture developed	<ul style="list-style-type: none"> Planning for the Tourism Public Lecture completed Tourism Public Lecture hosted 	Proceedings report for the Tourism Public Lecture developed	<ul style="list-style-type: none"> Concept document for the 2019/20 Tourism Public Lecture developed Implementation plan for the 2019/20 Tourism Public Lecture developed
		Tourism Research Seminar hosted	Report on the 2017/18 Tourism Research Seminar developed	<ul style="list-style-type: none"> Concept document on the 2018/19 Tourism Research Seminar developed Implementation plan for the 2018/19 Tourism Research Seminar developed 	Implementation plan for the 2018/19 Tourism Research Seminar executed	2018/19 Tourism Research Seminar hosted
PPI 3: Number of monitoring and evaluation reports developed	Quarterly	Twenty-two reports:				
		1. 2017/18 NTSS Implementation Report developed	Review the framework for the 2017/18 NTSS Implementation Report	Data collection and drafting of the NTSS Implementation Report initiated	Consultation on the draft NTSS Implementation Report	2017/18 NTSS Implementation Report developed
		2. Draft 2018/19 STR	Publish the 2017/18 STR	Consultations on the reviewed 2018/19 STR framework undertaken	Data collection for 2018/19 STR	Draft 2018/19 STR developed

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
		3. Quarterly Tourism Fact Sheets developed	Quarterly Tourism Fact Sheets developed	Quarterly Tourism Fact sheet developed	Quarterly Tourism Fact Sheet updated	Quarterly Tourism Fact Sheet updated
		4. Monthly reports on the analysis of tourist arrivals developed	Monthly reports on the analysis of tourist arrivals developed	Monthly reports on the analysis of tourist arrivals developed	Monthly reports on the analysis of tourist arrivals developed	Monthly reports on the analysis of tourist arrivals developed
		5. Report on the implementation of the monitoring plan for capacity-building projects	Analysis of concept documents for capacity-building projects in the nodes	<ul style="list-style-type: none"> Monitoring tools for capacity-building projects developed and consulted Monitoring plan for capacity-building projects in the nodes developed and consulted 	Report on the monitoring for capacity-building projects in the nodes	Report on the monitoring for capacity-building projects in the nodes
		6. Impact evaluation report on departmental capacity-building programmes commenced	Proposal for the impact evaluation of departmental capacity-building programmes developed	<ul style="list-style-type: none"> Data collection tools developed Data collection commenced 	Data collection continued	Draft report on the impact evaluation of departmental capacity programmes
		7. Report on the implementation of the monitoring plan for infrastructure projects	Analysis of concept documents for infrastructure projects	<ul style="list-style-type: none"> Monitoring tools for infrastructure projects developed and consulted Monitoring plan for infrastructure projects developed and consulted 	Report on the monitoring for infrastructure projects	Report on the monitoring plan for infrastructure projects
		8. Annual report on the implementation of signed bilateral agreements	<ul style="list-style-type: none"> Implementation plan for signed bilateral agreements developed Report on the stakeholder consultation on implementation of signed bilateral agreements developed 	Report on the implementation of signed bilateral agreements developed	Report on the monitoring of the implementation of signed bilateral agreements developed	Annual report on the implementation of signed bilateral agreements

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 4: Number of information systems developed and maintained	Quarterly	Three information systems:				
		1. Development of the NTIMS: supply side database prioritised	Design of the NTIMS initiated	Design of the NTIMS finalised	Development of the NTIMS initiated	Development of the NTIMS finalised
		2. Development of database of black-owned products and services	Design of database of black-owned products and services initiated	Design of database of black-owned products and services finalised	Development of database of black-owned products and services initiated	Development of database of black-owned products and services finalised
		3. Development of a biometric time and attendance system for tourism EPWP projects	Design of a biometric time and attendance system for tourism EPWP projects initiated	Design of a biometric time and attendance system for tourism EPWP projects finalised	Development of a biometric time and attendance system for tourism EPWP projects initiated	Development of a biometric time and attendance system for tourism EPWP projects finalised
PPI 5: Number of initiatives facilitated in multilateral fora and bilateral cooperation and regional integration	Quarterly	Five initiatives:				
		1. Hosting of IORA Workshop on Coastal and Marine Tourism	Hosting of IORA Workshop on Coastal and Marine Tourism	Report on IORA Workshop on Coastal and Marine Tourism	-	-
		2. Hosting of IORA Tourism Experts Meeting	Hosting of IORA Tourism Experts Meeting	IORA Tourism Experts Report developed	-	-
		3. Hosting of the IORA Tourism Ministers' Meeting	-	Preparation for the hosting of the IORA Tourism Ministers' Meeting	Hosting of the IORA Tourism Ministers' Meeting	Report of the IORA Tourism Ministers' Meeting developed
		4. Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements hosted	Stakeholder engagement in preparation for the 2019 workshop conducted	Concept document for the sharing of Best Practices Workshop 2019 developed	Project / Implementation plan for the hosting of the sharing of Best Practices Workshop 2019 developed	Sharing of Best Practices Workshop 2019 hosted
		5. Indaba Ministerial Session hosted	Ministerial Session at the 2018 Tourism Indaba hosted	Draft Proposal for the Ministerial Session 2019 developed	Implementation Plan for the Indaba Ministerial Session 2019 developed	Final concept document for the 2019 Indaba Ministerial Session developed
PPI 6: Number of capacity-building programmes implemented	Quarterly	600 trained youth placed for the NTIMS data collection	<ul style="list-style-type: none"> 600 trained youth placed for the NTIMS data collection Data collection for the NTIMS commenced 	Data collection and verification for NTIMS continued	Data collection and verification for NTIMS continued	Data collection and verification for NTIMS continued

5.2.1. Expenditure estimates

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Tourism Research, Policy and International Relations	Audited Outcome R'000	Audited Outcome R'000	Audited Outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Tourism Research, Policy and International Relations Management	4 024	2 667	6 578	7 378	8 655	9 408	10 094
Research and Knowledge Management	22 126	27 216	31 231	26 005	26 298	27 675	29 798
Policy Planning and Strategy	12 920	11 567	19 095	11 322	11 709	12 718	13 744
South African Tourism	880 009	977 712	1 024 847	1 134 288	1 208 048	1 271 539	1 340 491
International Relations and Cooperation	19 123	15 274	21 064	24 115	27 285	29 144	30 636
Total	938 201	1 034 435	1 102 815	1 203 108	1 281 995	1 350 484	1 424 763
Economic classification							
Current payments	44 943	46 139	66 881	57 170	66 931	72 790	77 784
Compensation of employees	33 388	33 429	51 668	38 535	45 455	48 978	52 681
Goods and services of which:	11 555	12 710	15 213	18 635	21 476	23 812	25 103
Computer services	39	758	2 051	-	1 200	1 300	1 370
Consultants: Business and advisory services	1 435	1 424	1 088	9 759	5 257	5 635	5 940
Travel and subsistence	3 174	3 512	4 120	3 361	5 909	7 158	7 547
Operating payments	1 789	2 219	1 052	2 894	2 214	2 340	2 467
Venues and facilities	1 938	626	1 558	1 000	2 549	2 972	3 133
Transfers and subsidies	892 307	987 463	1 035 268	1 145 138	1 214 535	1 277 213	1 346 473
Departmental agencies and accounts	880 009	977 712	1 024 847	1 134 288	1 208 048	1 271 539	1 340 491
Foreign governments and international organisations	8 552	5 810	6 368	6 638	2 508	2 194	2 313
Households	3 746	3 941	4 053	4 212	3 979	3 480	3 669
Payments for capital assets	888	809	647	800	529	481	506
Machinery and equipment	859	809	647	800	529	481	506
Software and other intangible assets	29	-	-	-	-	-	-
Payments for financial assets	63	24	19	-	-	-	-
Total economic classification	938 201	1 034 435	1 102 815	1 203 108	1 281 995	1 350 484	1 424 763

5.2.2. Relating expenditure trends to strategic outcome-oriented goals

Tourism Research, Policy and International Relations Programme has a budget allocation of R1,282 billion of which R1,208 billion is transferred to South African Tourism. This represents 94,2% of the branch's budget allocation. The remaining allocation available for this Programme is R73,95 million of which R45,45 million is allocated to Compensation of Employees to fund the 72 posts of the branch. The foreign transfer payments of the membership fee in respect of United Nation World Tourism Organisation (UNWTO) is vested in this branch. South African Tourism received R30 million additional in the 2018/19 financial year allocated to the South African National Convention Bureau.

5.3 PROGRAMME 3: DESTINATION DEVELOPMENT

Programme purpose: Facilitate and coordinate tourism destination development

Table 5: Destination Development strategic objectives and annual targets

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth						
Strategic objective 8: To diversify and enhance tourism offerings						
Objective statement: Implement destination enhancement and route development projects to diversify product offering and enhance visitor experience in identified priority areas						
Five-year Strategic Plan target: Enhance tourism offerings at 30 prioritised tourism attractions						
PPI 1: Number of destination planning initiatives undertaken						
				Eleven Destination planning initiatives undertaken:	Five destination planning initiatives undertaken:	Five destination planning initiatives undertaken:
-	-	-	<ul style="list-style-type: none"> • Destination Planning Manual developed • Terms of reference developed 	1. Two facilitation sessions hosted in each of the nine provinces, as a platform to implement the destination planning manual as a planning tool	-	-
-	-	<ul style="list-style-type: none"> • Tourism Precinct Methodology • Terms of reference developed 	Methodology for the development of tourism precincts developed	2. Township (Khayelitsha) tourism precinct plans developed 3. Karoo region tourism precinct plans developed	Two (2) tourism precinct plans developed	Two (2) tourism precinct plans developed

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
-	-	First draft on Tourism Infrastructure Master Plan developed	Terms of reference developed	4. Sutherland to Carnarvon/SKA and Master Plan 5. Hondeklip Baai to Port Nolloth Master Plan 6. Port St Johns to Coffee Bay draft Master Plan 7. Orange River Mouth draft Master Plan 8. Kleinsee Beach Precinct Development concept developed 9. Hondeklipbaai and McDougalls Bay Campsites Precinct Development concept developed	<ul style="list-style-type: none"> Completing the development of the four 2018/19 master plans Two master plans developed in two additional prioritised nodes 	Two master plans developed
-	-	Draft Tourism Investment Master Plan	A pipeline of prioritised tourism development projects with an agreed roadmap – ensuring provincial/country spread	10. Develop and promote a pipeline of prioritised tourism investment projects and opportunities	Manage the pipeline of nationally prioritised tourism investment projects and opportunities – Top Twenty Prioritised Tourism Projects	Manage the pipeline of nationally prioritised tourism investment projects and opportunities – Top Twenty Prioritised Tourism Projects
-	-	Report on budget resorts and concession report	Terms of reference developed	11. Develop an ownership and operational model for the budget resorts	Pilot ownership and operational/management model and modalities for implementation of budget resort initiative in prioritised nodes	Ownership and operational / management modal and modalities for implementation of budget resort initiative implemented in prioritised nodes

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
PPI 2: Number of destination enhancement initiatives supported						
				Fifteen initiatives	Seven initiatives	Ten initiatives
The Department did not physically implement the tourism signage, instead it transferred funds to the four management authorities and one NGO to implement	Funding provided for the development of tourism interpretation signage at two WHSs: <ul style="list-style-type: none"> • Cradle of Humankind • iSimangaliso Wetland Park 	Implementation of destination enhancement/ development projects at three strategic tourism attractions commenced: <ul style="list-style-type: none"> • Commencement of construction at Shangoni Gate tourism development in Kruger National Park • Commencement of construction at Phalaborwa wild activity hub in Kruger National Park • Commencement of construction of National Heritage Monument Park Interpretation Centre 	Monitor the implementation of three destination enhancement initiatives: <ul style="list-style-type: none"> • Shangoni Gate tourism development in Kruger National Park • Phalaborwa Wild Activity Hub in Kruger National Park • National Heritage Monument Park Interpretation Centre • Secure funding from NT • Sign memorandum of agreement (MoA) with Eastern Cape Parks and Tourism Agency (ECPTA) • Complete Business Plan 	Implementation of eight destination enhancement projects monitored, namely: <ol style="list-style-type: none"> 1. Shangoni Gate 2. Phalaborwa Wild Activity Hub Universal Access (UA) projects at: <ol style="list-style-type: none"> 3. Blyde River Canyon Tourism Sites in Mpumalanga 4. Hilltop Rest Camp at Hluhluwe Game Reserve in KZN 5. Gariep Dam Nature Reserve in Free State 6. Dwesa Cwebe Nature Reserve in the Eastern Cape 7. Dinosaur Interpretation Centre 8. Leopard Trail and Interpretation Centre at Baviaanskloof WHS 	Implementation of seven destination enhancement projects monitored	Implementation of ten destination enhancement projects monitored

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
The Department did not physically implement the tourism signage, instead it transferred funds to the four management authorities and one NGO. The implementation will continue into the new financial year	Funding provided for the development of tourism interpretation signage at two WHSs: <ul style="list-style-type: none"> • Cradle of Humankind • iSimangaliso Wetland Park 	<ul style="list-style-type: none"> • Development of tourism interpretation signage in four heritage sites – • Victor Verster in Western Cape • Nelson Mandela capture site in KwaZulu-Natal • Freedom Park in Gauteng • Mandela statue at Union Buildings in Gauteng 	Facilitate the development of tourism interpretation signage at four iconic national heritage sites: <ul style="list-style-type: none"> • Kgalagadi Transfrontier Park • Golden Gate National Park • Gugulethu Seven Memorial • Sarah Baartman Heritage Site 	Interpretative signage implemented in six national iconic sites: <ol style="list-style-type: none"> 1. Hluhluwe Nature Reserve 2. Mkambati Nature Reserve 3. Dwesa Cwebe Nature Reserve 4. Tsitsikamma National Park 5. Blyde River Canyon 6. Square Kilometres Array (SKA) Karoo Node 	Facilitate the implementation of tourism interpretation signage at four iconic national heritage sites and seven national iconic sites	Facilitate the implementation of tourism interpretation signage at four iconic national heritage sites and eight national iconic sites
-	N12 Treasure route needs assessment report and programme of action done	-	One route development project supported: <ul style="list-style-type: none"> • Indi-Atlantic Route 	One route development supported: Indi-Atlantic Route	Implementation of the Marketing and Promotion Plan for the development of the Indi-Atlantic Route	Implementation of the Marketing and Promotion Plan for the development of the Indi-Atlantic Route
Strategic objective 12: To create employment opportunities by implementing tourism projects						
Objective statement: Implement EPWP funded projects intended to improve product offering and visitor experience as well as creating full-time equivalent job opportunities						
Five-year Strategic Plan target: full-time equivalent (FTE) jobs created through Working for Tourism projects on the expanded public works programme (EPWP)						
PPI 3: Number of FTEs jobs created through Working for Tourism projects on the EPWP						
3 037	3 059	3 488	3 085 FTE jobs created	6 355 FTE jobs created through the Working for Tourism Programme	-	-

Table 6: Destination Development quarterly targets

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 1: Number of destination planning initiatives undertaken	Quarterly	Eleven destination planning initiatives developed:				
		1. Two facilitation sessions hosted in each of the nine provinces, as a platform to implement the destination planning manual as a planning tool	Finalise procurement of facilitators for Provincial sessions	One facilitation session hosted in each of the nine provinces (as a platform to facilitate the implementation of the manual as a planning tool)	Review of practical implementation exercises allocated at provincial facilitation sessions	One facilitation session hosted in each of the nine provinces (as a platform to facilitate the implementation of the manual as a planning tool)
		2. Township (Khayelitsha) precinct plan developed 3. Karoo region precinct plan developed	Finalise procurement for the development of two tourism precinct plans	Precinct concept for two sites (Karoo region and Township Khayelitsha) completed	Stakeholder consultations on precinct concept for two sites (Karoo region and Township Khayelitsha) completed	Precinct plans for two sites (Karoo region and Township Khayelitsha) completed
		4. Sutherland to Carnarvon/ SKA Master Plan developed 5. Hondeklipbaai to Port Nolloth Master Plan developed 6. Port St Johns to Coffee Bay draft Master Plan developed 7. Orange River Mouth draft Master Plan developed	Finalise procurement for the development of four draft master plans	Master plan frameworks completed for: 1. Sutherland to Carnarvon/SKA 2. Hondeklipbaai to Port Nolloth 3. Port St Johns to Coffee Bay 4. Orange River Mouth	Stakeholder consultation sessions completed for the master plan frameworks for: 1. Sutherland to Carnarvon/SKA 2. Hondeklip Baai to Port Nolloth 3. Port St Johns to Coffee Bay 4. Orange River Mouth	Four draft master plans completed for: 1. Sutherland to Carnarvon/SKA 2. Hondeklip Baai to Port Nolloth 3. Port St Johns to Coffee Bay 4. Orange River Mouth

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
		8. Kleinzee Beach Precinct Development concept developed	Finalise procurement for the development of two concepts	Two concept frameworks completed	Stakeholder consultations with CMT partners on concept frameworks completed	Two concepts completed
		9. Hondeklipbaai and McDougalls Bay Campsites concept developed				
		10. Develop and promote a pipeline of prioritised tourism investment projects and opportunities	Finalise list of prioritised tourism investment projects and opportunities	Report on preparation or attendance at promotion platforms outlined in the concept	Report on preparation or attendance at promotion platforms outlined in the concept	Report on preparation or attendance at promotion platforms outlined in the concept
			A concept for promotion platforms completed			
		11. Develop an ownership and operational model for the budget resorts	Finalise procurement for the development of an ownership and operational model for budget resorts	Framework for the ownership and operational model for budget resorts completed	Stakeholder consultations on the draft ownership and operational model for budget resorts	Final model for the ownership and operational model for budget resorts completed
PPI 2: Number of destination enhancement initiatives supported and monitored	Quarterly	Fifteen initiatives				
		Eight destination enhancement projects supported, namely:				
		1. Shangoni Gate 2. Phalaborwa Wild Activity Hub	Concept report completed for Shangoni Gate and Phalaborwa Wild Activity Hub	Design Development Report completed for Shangoni Gate and Phalaborwa Wild Activity Hub	Detailed Design Documentation completed for Shangoni Gate and Phalaborwa Wild Activity Hub	Appointment of contractors for Shangoni Gate and Phalaborwa Wild Activity Hub

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
		UA projects at: 3. Blyde River Canyon Tourism Sites in Mpumalanga 4. Hilltop Rest Camp at Hluhluwe Game Reserve in KZN 5. Gariep Dam Nature Reserve in Free State 6. Dwesa Cwebe Nature Reserve in Eastern Cape	A delivery and procurement strategy finalised for the four UA projects	Strategic Brief finalised for the four UA projects	Concept Report completed for the four UA projects	Design Development Report for the four UA projects
		7. Dinosaur Interpretation Centre	Design documentation completed for construction and the appointment of contractors by SanParks for the Dinosaur Interpretation Centre	Construction works commenced for the Dinosaur Interpretation Centre	Construction works continues for the Dinosaur Interpretation Centre	Construction works continue for the Dinosaur Interpretation Centre
		8. Leopard Trail and Interpretation Centre at Baviaanskloof WHS	A delivery and procurement strategy finalised for Leopard Trail (Appointment of professional services by ECPTA)	Concept Report finalised for the Leopard Trail	Detailed Designs completed for the Leopard Trail	Appointment of contractor by ECPTA for Leopard Trail
			A delivery and procurement strategy finalised the Interpretation Centre (Appointment of professional services by ECPTA)	Strategic Brief finalised for the Interpretation Centre	Concept Report finalised for the Interpretation Centre	Design Development Report completed for the Interpretation Centre

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
		Fifteen Initiatives continued				
		Interpretative signage implemented in six national iconic sites:				
		1. Hluhluwe Nature Reserve 2. Mkambati Nature Reserve 3. Dwesa Cwebe Nature Reserve 4. Tsitsikamma National Park 5. Blyde River Canyon 6. SKA Karoo Node	Quarterly report on the implementation of interpretative signage in six national iconic sites as per agreements completed	Quarterly report on the implementation of interpretative signage in six national iconic sites as per agreements completed	Quarterly report on the implementation of interpretative signage in six national iconic sites as per agreements completed	Final report on the implementation of interpretative signage in six national iconic sites as per agreements completed
		One route development supported: Indi-Atlantic Route	Support measures for product development for the Indi-Atlantic Route identified	Support measures for Marketing and Promotion of the Indi-Atlantic Route identified	<ul style="list-style-type: none"> Four consultations with key stakeholders and their implementation roles identified Memoranda of Understanding (MoUs) with implementing stakeholders finalised 	Monitor and report on the implementation plans for the development of the Indi-Atlantic Route
PPI 3: Number of FTE jobs created through Working for Tourism projects on the EPWP	Quarterly	6 355 FTE jobs created through the Working for Tourism Programme	500	2 300	2 300	1 255

5.3.1. Expenditure estimates

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Destination Development	Audited Outcome R'000	Audited Outcome R'000	Audited Outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Destination Development Management	3 582	4 098	4 419	46 428	20 311	46 824	48 171
Tourism Enhancement	13 244	15 032	25 323	19 282	18 962	21 506	23 120
Destination Planning and Investment Coordination	9 230	9 194	4 579	36 630	27 695	24 937	26 800
Working for Tourism	280 236	249 013	365 984	329 513	334 786	352 919	372 129
Total	306 292	277 337	400 305	431 853	401 754	446 186	470 220
Economic classification							
Current payments	163 727	111 716	235 190	182 403	101 997	213 342	220 651
Compensation of employees	49 399	51 706	56 752	47 127	48 334	51 870	55 560
Goods and services of which:	114 328	60 010	178 438	135 276	53 663	161 472	165 091
Computer services	-	128	1 484	-	1 989	-	-
Consultants: Business and advisory services	1 611	654	3 575	40 221	27 787	141 888	144 407
Travel and subsistence	6 682	8 217	9 692	10 784	9 711	12 274	12 940
Training and development	102 971	46 714	156 908	75 365	7 545	621	655
Venues and facilities	186	752	2 973	1 000	1 773	1 185	1 249
Transfers and subsidies	141 406	77 200	43 260	140 907	81 440	32 703	34 502
Public corporations and private enterprises	-	1 025	600	600	567	-	-
Households	141 406	76 175	42 660	140 307	80 873	32 703	34 502
Payments for capital assets	1 149	88 381	121 607	108 543	218 317	200 141	215 067
Buildings and other fixed structures	-	87 160	121 008	107 493	217 944	199 900	214 813
Machinery and equipment	1 149	1 221	599	1 050	373	241	254
Payments for financial assets	10	40	248	-	-	-	-
Total economic classification	306 292	277 337	400 305	431 853	401 754	446 186	470 220

5.3.2. Relating expenditure trends to strategic outcome-oriented goals

Destination Development has a budget of R401,754 million of which R334,786 is allocated to Working for Tourism subprogramme. Working for Tourism represents 83,33% of the budget of the total programme. Working for Tourism consists of the EPWP and Expanded Public Works Incentive Programme. Compensation of Employees of R48,334 million is allocated to fund the establishment which consists of 73 posts.

5.4 PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

Programme purpose: Enhance transformation of the sector, increase skills levels and support development to ensure that South Africa is a competitive tourism destination

Table 7: Tourism Sector Support Services strategic objectives and annual targets

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth						
Strategic objective 5: To accelerate the transformation of the tourism sector						
Objective statement: To implement programmes aimed at the empowerment of marginalised enterprises and individuals to promote inclusive growth of the sector						
Five-year Strategic Plan target: Monitoring of the implementation of the tourism B-BBEE sector codes and improved culture of travel for domestic tourism						
PPI 1: Number of initiatives supported to promote B-BBEE implementation						
<ul style="list-style-type: none"> Amendment of Tourism B-BBEE Codes implemented Feasibility assessment of creating a database of black-owned enterprises in the tourism sector was done 	-	<ul style="list-style-type: none"> Secretarial support provided to the Tourism B-BBEE Charter Council Study conducted to establish a baseline for the amended Tourism B-BBEE Sector Code targets 	Four initiatives supported to promote B-BBEE implementation: Monitoring report on the implementation of the amended Tourism B-BBEE Sector Code developed Tourism Sector Transformation Indaba Guidelines for commercialisation of state-owned attractions Establish funding mechanisms through partnerships with development finance institutions	Three initiatives supported to promote B-BBEE implementation: 1. Monitoring of the implementation of the amended Tourism B-BBEE Sector Code 2. Secretariat services to the Tourism B-BBEE Charter Council provided	Three initiatives supported to promote B-BBEE implementation: 1. Monitoring of the implementation of the amended Tourism B-BBEE Sector Code 2. Secretariat services to the Tourism B-BBEE Charter Council provided	Three initiatives supported to promote B-BBEE implementation: 1. Monitoring of the implementation of the amended Tourism B-BBEE Sector Code 2. Secretariat services to the Tourism B-BBEE Charter Council provided
-	-	-	Women in Tourism Annual Conference	3. Women in Tourism empowerment initiatives conducted	3. Women in Tourism empowerment initiatives conducted	3. Women in Tourism empowerment initiatives conducted

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
PPI 2: Number of initiatives supported to stimulate domestic tourism						
Social tourism concept developed	<ul style="list-style-type: none">Social tourism concept developedDelivery agreement with social partners	Four social tourism initiatives facilitated that promote open access to selected government-owned attractions	Two social tourism initiatives undertaken:	Three initiatives supported to stimulate Domestic Tourism:	Three initiatives supported to stimulate Domestic Tourism:	Three initiatives supported to stimulate Domestic Tourism:
			Framework for supporting tour operators to facilitate social tourism	1. Framework for supporting tour operators to facilitate domestic tourism developed	1. Framework to support tour operators to facilitate social tourism implemented	1. Framework to support tour operators to facilitate social tourism implemented
			Develop one social tourism scheme	2. One social tourism scheme developed for travel facilitation	2. One social tourism scheme developed	2. One social tourism scheme developed
				3. Tours for designated groups supported (youth, the elderly and people with disabilities)	3. Tours for youth, sport groups, elderly, people with disability, etc. supported	3. Tours for youth, sport groups, elderly, people with disability, etc. supported
Strategic objective 6: To facilitate the development and growth of tourism enterprises to contribute to inclusive economic growth and job creation						
Objective statement: To create an enabling environment for tourism enterprises to grow and contribute to job creation and the competitiveness of the destination, through the provision of business support services and tools						
Five-year Strategic Plan target: 600 tourism enterprises supported for development through business management interventions and incubation programmes						
PPI 3: Number of enterprises supported for development						
891	466	101 rural enterprises supported for development	100 enterprises supported for development	<ul style="list-style-type: none">Non-financial business development support provided to 400 SMMEsRoll out a national tourism SMME financial literacy and management account and marketing skills and platforms development programme to 400 enterprises	400 enterprises supported for development	400 enterprises supported for development
-	-	-	Development of the Long-Term Framework for Enterprise Development based on current policy pronouncement			

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
PPI 4: Number of Incubators implemented						
-	-	Implementation of an enterprise development programme focusing on: <ul style="list-style-type: none"> • Incubation • Business support services (portal) 	<ul style="list-style-type: none"> • 2 existing incubators supported • 1 new incubator established 	<ul style="list-style-type: none"> • Three existing incubators supported • Two new incubators established 	One tourism incubator established	One tourism incubator established
PPI 5: Number of incentivised programmes implemented						
Concept incentive programme and draft programme guidelines developed	Three priority areas supported during the pilot phase: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy efficiency 	Three priority areas were incentivised during the pilot phase: <ul style="list-style-type: none"> • Market access • Tourism grading • Energy efficiency 	Refined programmes (based on outcomes of the pilot phase) for the three priority areas incentivised: <ul style="list-style-type: none"> • Market access Support Programme • Tourism grading Support Programme • Energy efficiency • (Green Tourism Incentive Programme) • Sector Transformation (Tourism Transformation Fund) 	Four incentive programmes implemented: <ol style="list-style-type: none"> 1. Market Access Support Programme 2. Tourism grading Support Programme 3. Energy efficiency (Green Tourism Incentive Programme) 4. Sector Transformation (Tourism Transformation Fund) 	Five incentive programmes implemented: <ol style="list-style-type: none"> 1. Market access Support Programme 2. Tourism grading Support Programme 3. Energy efficiency (Green Tourism Incentive Programme) 4. Sector Transformation (Tourism Transformation Fund) 5. One additional incentive (pilot) 	Five incentive programmes implemented: <ol style="list-style-type: none"> 1. Market access Support Programme 2. Tourism grading Support Programme 3. Energy efficiency (Green Tourism Incentive Programme) 4. Sector Transformation (Tourism Transformation Fund) 5. One additional incentive

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
PPI 6: Number of community tourism enterprises supported to enter the tourism value chain						
Framework for Community-Based Tourism developed	Operational Guidelines for Community-Based Tourism developed	Groundwork for piloting the Operational Guidelines for Community-Based Tourism facilitated	Community tourism enterprises supported to enter tourism value chain in five communities	Community tourism enterprises supported to enter tourism value chain in five communities 1. Free State – Witsieshoek 2. KwaZulu-Natal – Khula Village 3. KwaZulu-Natal – eMazizini 4. North West – Rampampa 5. Gauteng – Vilakazi	Community tourism enterprises supported to enter tourism value chain in five communities	Community tourism enterprises supported to enter tourism value chain in five communities
PPI 7: Number of initiatives for improving visitor services implemented						
				Six initiatives for improving visitor services implemented:	Six initiatives for improving visitor services implemented:	Six initiatives for improving visitor services implemented:
-	Implementation of service excellence standards for two tourism products (Manyane Game Reserve and Robben Island) done	Implementation of service excellence integrated support programme (SANS 1197) for three tourism products (Manyane Game Reserve, Robben Island and Skukuza Camp in the Kruger National Park) were done	-	Application of Service Excellence Standards (SANS) 1197 in three Visitor Information centres located in three nodes: 1. St Lucia (Khula Information Centre) in KZN 2. Port St Johns Visitor Information Centre in EC 3. Pilanesburg National Park Visitor Information Centre in North West	Application of SANS 1197 in five Visitor Information centres	Application of SANS 1197 in five Visitor Information centres

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
-	-	-	-	Journey to Service Excellence (J2SE) Programme in two municipalities as part of the small town revitalisation implemented: 1. Jozini - KZN 2. Port St Johns - EC	J2SE Programme in two municipalities as part of the small town revitalisation implemented	J2SE Programme in two municipalities as part of the small town revitalisation implemented
100% of tourist complaints referred to appropriate authorities for resolution within agreed timeframes	100% of tourist complaints referred to appropriate authorities for resolution within agreed timeframes	100% of tourist complaints referred to appropriate authorities for resolution within agreed timeframes	100% of tourist complaints referred to appropriate authorities for resolution within agreed timeframes	100% compliance with the service delivery charter in the management of tourist complaints	100% compliance with the service delivery charter in the management of tourist complaints	100% compliance with the service delivery charter in the management of tourist complaints
-	-	-	-	Development of framework for accreditation of tourism scheme	Implementation of the framework for accreditation of tourism scheme	Implementation of the framework for accreditation of tourism scheme
-	-	-	-	Three joint awareness campaigns implemented for: <ul style="list-style-type: none"> • Complaints Management • Service Excellence • Tourist Guiding • Tourism Safety 	Two joint awareness campaigns implemented for: <ul style="list-style-type: none"> • Complaints Management • Service Excellence • Tourist Guiding • Tourism Safety 	Two joint awareness campaigns implemented for: <ul style="list-style-type: none"> • Complaints Management • Service Excellence • Tourist Guiding • Tourism Safety

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
-	-	-	-	1 450 Tourism Monitors enrolled: <ul style="list-style-type: none"> • Gauteng (200) • Mpumalanga (250) • Eastern Cape (200) • Western Cape (100) • KwaZulu-Natal (250) • Northern Cape (50) • Free State (50) • North West (100) • Limpopo (250) 	1 450 Tourism Monitors enrolled: <ul style="list-style-type: none"> • Gauteng (200) • Mpumalanga (250) • Eastern Cape (200) • Western Cape (100) • KwaZulu-Natal (250) • Northern Cape (50) • Free State (50) • North West (100) • Limpopo (250) 	1 450 Tourism Monitors enrolled: <ul style="list-style-type: none"> • Gauteng (200) • Mpumalanga (250) • Eastern Cape (200) • Western Cape (100) • KwaZulu-Natal (250) • Northern Cape (50) • Free State (50) • North West (100) • Limpopo (250)
Strategic objective 7: To facilitate tourism capacity-building programmes Objective statement: To implement prioritised programmes that present opportunities for training and development for the growth of the sector						
Five-year Strategic Plan target: Capacity-building initiatives implemented						
PPI 8: Number of capacity-building programmes implemented						
-	-	577	Ten capacity-building programmes: 577 learner chefs	Nine skills development programmes Tourism Human Resource Development (THRD) initiatives implemented: 1. 577 unemployed youth enrolled in NYCTP	Nine skills development programmes THRD initiatives implemented: NYCTP 577 trainees enrolled	Nine skills development programmes THRD initiatives implemented: NYCTP 577 trainees enrolled
-	-	-	200 learners enrolled in the Blue Flag Beach Training Programme	2. 200 unemployed youth enrolled in the Blue Flag Beach Training Programme in: <ul style="list-style-type: none"> • Western Cape (100) • Eastern Cape (50) • KwaZulu-Natal (50) 	200 learners enrolled in the Blue Flag Beach Training Programme in: <ul style="list-style-type: none"> • Western Cape • Eastern Cape • KwaZulu-Natal 	200 learners enrolled in the Blue Flag Beach Training Programme in: <ul style="list-style-type: none"> • Western Cape • Eastern Cape • KwaZulu-Natal

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
-	-	-	300 sommeliers trained	3. 300 unemployed youth enrolled in Sommelier Training Programme	Sommelier Training Programme implemented	Sommelier Training Programme implemented
100 FET hospitality graduates recruited, 40 of whom are undergoing training in food safety	-	300 food safety assurer candidates were recruited but not placed	500 graduates recruited and placed in the Food Safety programme	4. 1500 unemployed youth enrolled in Food Safety Programme	1500 learners enrolled in Food Safety Programme	1500 learners enrolled in Food Safety Programme
-	-	-	-	5. Hospitality Youth Programme Implemented: <ul style="list-style-type: none"> • 600 learners enrolled in Accommodation Food and Beverage • 2375 unemployed youth trained and placed in Restaurants for experiential training: <ul style="list-style-type: none"> • Gauteng (575) • Mpumalanga (350) • Eastern Cape- (200) • Western Cape (575) • Kwazulu-Natal (575) • Northern Cape (100) 	<ul style="list-style-type: none"> • 500 learners enrolled in Hospitality Youth Programme • 2375 learners enrolled in Hospitality Youth Programme (Fast Food) <ul style="list-style-type: none"> » Gauteng (575) » Mpumalanga (350) » Eastern Cape- (200) » Western Cape (575) » Kwazulu-Natal (575) » Northern Cape (100) 	<ul style="list-style-type: none"> • 500 learners enrolled in Hospitality Youth Programme • 2375 learners enrolled in Hospitality Youth Programme (Fast Food) <ul style="list-style-type: none"> » Gauteng (575) » Mpumalanga (350) » Eastern Cape- (200) » Western Cape (575) » Kwazulu-Natal (575) » Northern Cape (100)
National Tourism Careers Expo (NTCE) hosted	NTCE hosted	NTCE convened	NTCE convened	6. NTCE convened	NTCE convened	NTCE convened
-	Executive Development Programme to capacitate Black women managers developed	Sixteen Black women trained at an institution of higher learning through a customised Executive Development Programme	Twenty Black women trained at an institution of higher learning through a customised Executive Development Programme	7. Training of forty Women in the Executive Development Programme facilitated	Forty Black women enrolled in Executive Development Programme	Forty Black women enrolled in Executive Development Programme

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategy to professionalise tourist guiding (report on progress with CATHSSETA implementation) implemented Framework for regulations in respect of tourist guides finalised	Annual tourist guiding report on the current status of tourist guiding sector finalised	Three tourist guide skills development programmes developed and implemented: <ul style="list-style-type: none">• Programmes to capacitate tourist guide at two WHSs, namely: » Isimangaliso Wetlands Park and » Cradle of Humankind, implemented• Tourist guide training programme for new entrants implemented• CPD programme for tourist guides developed	Two tourist guiding skills development programmes developed and implemented: <ul style="list-style-type: none">• Upskilling of existing tourist guides at WHSs (Mapungubwe and uKhahlamba)• Training of new entrants in adventure guiding	8. Three programmes to capacitate tourist guides implemented: <ul style="list-style-type: none">• Upskilling of tourist guides in iSimangaliso Wetland Park and Cape Floral Kingdom• Upskilling of tourist guides at Kruger National Park• Training of new entrants as tourist guides in the Eastern Cape and Limpopo provinces	Two programmes to capacitate tourist guides implemented: <ul style="list-style-type: none">• Upskilling of tourist guides• Training of new entrants as tourist guides	Two programmes to capacitate tourist guides implemented: <ul style="list-style-type: none">• Upskilling of tourist guides• Training of new entrants as tourist guides
-	Concept document for Tourism Resource Efficiency Programme (TREP) developed and approved A total of thirty Pilot Resource Efficiency Assessments completed	Additional eight Resource Efficiency Assessments completed A total of ninety tourism businesses handed over to National Cleaner Production Centre of South Africa (NCPC-SA) for assessment	Resource Efficiency Assessment of thirty tourism businesses completed	9. Resource Efficiency Training Programmes implemented for sixty learners in three provinces: <ul style="list-style-type: none">• Eastern Cape• Free State• Western Cape	Resource Efficiency Training Programmes implemented for sixty learners in three provinces: <ul style="list-style-type: none">• Mpumalanga• Northern Cape• North West	Resource Efficiency Training Programmes implemented
Capacity-building workshop hosted	Local government Tourism Induction Programme, with a focus on rural areas with tourism potential (six district municipalities) conducted	Local government Tourism Induction Programme, with a focus on rural areas with tourism potential (eight district municipalities)	Local government Tourism Induction Programme, with a focus on rural areas with tourism potential (eight district municipalities)	Provincial and local government Capacity-Building Programme: Four provincial and local government tourism information sharing sessions co-ordinated in municipalities linked to rural nodes	Provincial and local government Capacity-Building Programme: Four Provincial and local government tourism information sharing lessons coordinated in municipalities linked to four identified nodes	Provincial and local government Capacity-Building Programme: Four Provincial and local government tourism information sharing lessons coordinated in municipalities linked to four identified nodes

Table 8: Tourism Sector Support Services quarterly targets

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
PPI 1: Number of initiatives supported to promote B-BBEE implementation	Quarterly	Three initiatives supported to promote B-BBEE implementation:				
		1. Monitoring of the implementation of the amended Tourism B-BBEE Sector Code	The service provider appointed to conduct the surveys on the implementation of the amended Tourism B-BBEE Sector Code	Data collection conducted on the implementation of the amended Tourism B-BBEE Sector Code	Draft monitoring report on the implementation of the amended Tourism B-BBEE Sector Code developed	Final analysis report on the implementation of the amended Tourism B-BBEE Sector Code developed
		2. Secretariat services to the Tourism B-BBEE Charter Council provided	One quarterly Council meeting facilitated	One quarterly Council meeting facilitated	One quarterly Council meeting facilitated	<ul style="list-style-type: none"> • One quarterly Council meeting facilitated • Annual report on the Council work, developed
		3. Women in Tourism empowerment initiatives conducted	Network session hosted at Indaba	Women's Month sessions hosted, to create awareness on empowerment opportunities	Women in Tourism Annual conference hosted	Women in Tourism Chapters' Capacity-Building Workshop held
PPI 2: Number of initiatives supported to stimulate domestic tourism	Quarterly	Three domestic tourism initiatives supported:				
		1. Framework for supporting tour operators to facilitate domestic tourism developed	Three information workshops held for the finalisation of the domestic Tourism framework	Three information workshops held for the finalisation of the domestic Tourism framework	Piloting of the domestic Tourism Scheme in one node and one township	Framework for supporting tour operators to facilitate domestic Tourism finalised
		2. One Domestic Tourism Scheme developed	Draft Domestic Tourism Scheme produced	Consultations on the draft Domestic Tourism Scheme facilitated	Inputs from consultations with stakeholders consolidated	Domestic Tourism Scheme finalised
		3. Tours for designated groups supported (youth, the elderly and people with disabilities)	One event supported for the designated groups	One event supported for the designated groups	One event supported for the designated groups	One event supported for the designated groups

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
PPI 3: Number of enterprises supported for development	Quarterly	<ul style="list-style-type: none"> Non-financial business development support provided to 400 SMMEs Roll out a national SMME financially literacy and management accounts and marketing skills and platforms development programme to 400 enterprises 	<ul style="list-style-type: none"> Selection of 400 programme beneficiaries Appointment of service providers to train and develop SMMEs 	Enterprise Support Programme implemented in line with needs analysis of 400 SMMEs	Enterprise Support Programme implemented in line with needs analysis of 400 SMMEs	Annual progress report and programme review on implementation of enterprise support programmes to 400 SMMEs
PPI 4: Number of incubators implemented	Quarterly	<ul style="list-style-type: none"> Three existing incubators supported Two new incubator established 	Support the existing incubators	Support the existing incubators	<ul style="list-style-type: none"> Support the existing incubators Select 100 beneficiaries at two incubation hubs Conduct needs analysis with the 100 incubates Develop three-year incubation plan for each business typology in the cluster 	<ul style="list-style-type: none"> Launch two incubators Annual progress report on implementation of the existing incubators

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
PPI 5: Number of incentivised programme implemented	Quarterly	Four incentive programmes implemented:				
		1. Market Access Support Programme 2. Tourism Grading Support Programme 3. Energy Efficiency (Green Tourism Incentive Programme) 4. Sector Transformation (Tourism Transformation Fund)	<ul style="list-style-type: none"> Publish calls for applications and receipt of applications for Market Access support programme Tourism Grading discounts approved Enterprise and projects approved through Green Tourism Incentive Programme (GTIP) Enterprise and projects approved through Tourism Transformation Fund (TTF) 	<ul style="list-style-type: none"> Approve applications of the tourism enterprises for Market Access support programme Tourism Grading discounts approved Enterprise and projects approved through GTIP Enterprise and projects approved through TTF 	<ul style="list-style-type: none"> Approve applications of the tourism enterprises for Market Access support programme Tourism Grading discounts approved Enterprise and projects approved through GTIP Enterprise and projects approved through TTF 	<ul style="list-style-type: none"> Approve applications of the tourism enterprises for Market Access support programme Tourism Grading discounts approved Enterprise and projects approved through GTIP Enterprise and projects approved through TTF
PPI 6: Number of community tourism enterprises supported to enter the tourism value chain	Quarterly	Community tourism enterprises developed to enter the tourism value chain in five communities: 1. Free State – Witsieshoek 2. KwaZulu-Natal – Khula Village 3. KwaZulu-Natal – eMazizini 4. North West – Rampampa 5. Gauteng – Vilakazi	<ul style="list-style-type: none"> Stakeholders consulted in five communities Appointment of service provider 	<ul style="list-style-type: none"> Community tourism enterprises developed to enter the tourism value chain in five communities Progress report 	<ul style="list-style-type: none"> Community tourism enterprises developed to enter the tourism value chain in five communities Progress report 	Report on development community tourism enterprise in five communities

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
PPI 7: Number of initiatives for improving visitor services implemented	Quarterly	Application of Service Excellence Standard (SANS 1197) in three Visitor Information centres located in three nodes: 1. St Lucia (Khula Information Centre) in KwaZulu-Natal 2. Port St Johns Visitor Information Centre in Eastern Cape 3. Pilanesburg National Park Visitor Information Centre in North West	Report on the implementation of phase 1 of the standard (Endorsement and information sharing on service excellence concepts)	Report on the implementation of phase 2 of the standard (Needs identification and establishment of the Service Excellence Legacy Team)	Report on the implementation of phase 3 of the standard (Establishment of matrix teams and capacity building)	Consolidated report on the application of Service Excellence Standard (SANS 1197) in three Visitor Information centres located in three nodes
		J2SE Programme in two municipalities as part of the small town revitalisation implemented: 1. Jozini - KwaZulu-Natal 2. Port St Johns - Eastern Cape	Stakeholder engagements on the J2SE Programme implemented	Needs analysis to identify service excellence gaps conducted	Capacity-building on service excellence standard for tourism and non-tourism stakeholders conducted	Launch of the legacy team and the service charter facilitated
		100% compliance with the service delivery charter in the management of tourist complaints	Progress report on tourists' complaints managed	Progress report on tourists' complaints managed	Progress report on tourists' complaints managed	Progress report on tourists' complaints managed
		Development of framework for accreditation of tourism schemes	Consultation with stakeholders on the draft framework	Consultation with stakeholders on the draft framework	Consolidation of inputs into the draft framework	Framework developed

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
		Three joint awareness campaigns implemented for:				
		<ul style="list-style-type: none"> Complaints Management Service Excellence Tourist Guiding Tourism Safety 	Stakeholder engagements on joint awareness campaigns plan finalised	One joint awareness campaign implemented	One joint awareness campaign implemented	One joint awareness campaign implemented
		1 450 Tourism Monitors enrolled: <ul style="list-style-type: none"> Gauteng (200) Mpumalanga (250) Eastern Cape (200) Western Cape (100) Kwazulu-Natal (250) Northern Cape (50) Free State (50) North West (100) Limpopo (250) 	GP Tourism Monitors Training Programme implemented	Tourism Monitors Training Programme implemented in nine provinces	Tourism Monitors Training Programme implemented in nine provinces	Tourism Monitors Training Programme implemented in all provinces
PPI 8: Number of capacity-building programmes implemented	Quarterly	Nine THRD initiatives implemented				
		1. 577 unemployed youth enrolled in the NYCTP	Ongoing implementation of NYCTP	Ongoing implementation of NYCTP	Ongoing implementation of NYCTP	Implementation of the NYCTP training finalised
		2. 200 unemployed youth enrolled in the Blue Flag Beach Training Programme: <ul style="list-style-type: none"> Western Cape (100) Eastern Cape (50) KwaZulu-Natal (50) 	Blue Flag Training Programme implemented	Ongoing implementation of the Blue Flag Training Programme	Ongoing implementation of the Blue Flag Training Programme	Annual report on the implementation of Blue Flag Training Programme

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
		3. 300 unemployed youth enrolled in Sommelier Training Programme	Sommelier Training Programme implemented	Sommelier Training Programme implemented	Sommelier Training Programme implemented	Sommelier Training Programme implemented
		4. 1 500 unemployed youth enrolled in the Food Safety Programme	Appointment of training providers to implement the Food Safety Programme	Report on the implementation of Food Safety Programme	Report on the implementation of Food Safety Programme	Implementation of the Food Safety Programme finalised
		5. Hospitality Youth Programme (HYP) implemented:	Quarterly progress report on HYP implementation	Quarterly progress report on HYP implementation	Quarterly progress report on HYP implementation	Annual report on the implementation of the programme
		<ul style="list-style-type: none"> • 600 learners enrolled in Accommodation Food and Beverage • 2 375 unemployed youth trained and placed in Restaurants for experiential training: <ul style="list-style-type: none"> » Gauteng (575) » Mpumalanga (350) » Eastern Cape- (200) » Western Cape (575) » KwaZulu-Natal (575) » Northern Cape (100) 	Report on the recruitment and selection of unemployed youth and host employers	Commencement of the training on the HYP in six provinces	Report on the HYP training in six provinces	Report on the HYP training in six provinces
		6. NTCE convened	<ul style="list-style-type: none"> • Memorandum of Agreement (MoA) negotiations finalised • NTCE event planning commenced 	<ul style="list-style-type: none"> • MoA signed • NTCE event preparations progressing 	NTCE event hosted	Final NTCE report developed
		7. Training of forty Women in the Executive Development Programme facilitated	Quarterly report on the training of forty candidates	Quarterly report on the training of forty candidates	Quarterly report on the training of forty candidates	Final report on the implementation of the EDP

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly target			
			Q1:	Q2:	Q3:	Q4:
		8. Three programmes to capacitate tourist guides implemented: 1. Upskilling of tourist guides in iSimangaliso Wetland Park and Cape Floral Kingdom 2. Upskilling of tourist guides at Kruger National Park 3. Training of new entrants as tourist guides in the Eastern Cape and Limpopo provinces	Recruitment and selection of suitable candidates	<ul style="list-style-type: none"> Orientation of learners to the training programmes Commencement of the training 	Progress report on the implementation	Finalise implementation of identified skills development programmes
		9. Resource Efficiency Training Programme implemented for sixty learners in three provinces: 1. Eastern Cape 2. Free State 3. Western Cape	<ul style="list-style-type: none"> Stakeholder consulted Recruitment process initiated 	Recruitment and selection of sixty learners	Training and placement of sixty learners conducted	<ul style="list-style-type: none"> Practical training and mentorship of sixty learners Report on the Resource Efficiency Training Programme
	Quarterly	Provincial and local government Capacity-Building Programme: Four provincial and local government tourism information sharing sessions coordinated in municipalities linked to rural nodes	Capacity-building and tourism information sharing lessons conducted in one identified node	Capacity-building and tourism information sharing lessons conducted in one identified node	Capacity-building and tourism information sharing lessons conducted in one identified node	Capacity-building and tourism information sharing lessons conducted in one identified node

5.4.1. Expenditure estimates

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Tourism Sector Support Services	Audited Outcome R'000	Audited Outcome R'000	Audited Outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Tourism Sector Support Services Management	7 917	9 215	8 983	8 428	12 679	10 417	11 093
Tourism Human Resource Development	17 356	18 058	19 524	27 491	22 596	23 571	25 454
Enterprise Development and Transformation	39 513	33 351	12 201	44 372	49 652	55 114	58 505
Tourism Visitor Services	10 486	16 176	15 552	22 821	22 949	22 765	24 755
Tourism Incentive Programme	18 046	166 016	133 187	168 002	198 777	204 909	216 179
Total	93 318	242 816	189 447	271 114	306 653	316 776	335 986
Economic classification							
Current payments	45 101	77 945	60 798	177 273	120 658	126 549	135 707
Compensation of employees	33 641	48 458	31 905	67 704	68 628	74 584	80 926
Goods and services of which:	11 460	29 487	28 893	109 569	52 030	51 965	54 781
Catering: Departmental activities	709	756	1 131	838	1 757	1 909	2 012
Communication (G&S)	282	370	261	549	1 073	1 147	1 210
Consultants: Business and advisory services	51	15 870	13 367	17 382	31 254	31 983	33 716
Travel and subsistence	6 214	7 978	6 469	14 718	10 020	10 806	11 393
Training and development	57	409	4 266	395	1 640	257	271
Venues and facilities	1 562	1 502	1 903	1 000	3 680	3 478	3 666
Transfers and subsidies	47 481	163 881	89 913	92 791	185 654	190 031	200 072
Departmental agencies and accounts	5 630	67 682	14 980	4 612	24 248	25 715	27 018
Public corporations and private enterprises	-	71 890	74 712	87 679	160 934	163 903	172 619
Non-profit institutions	26 450	24 200	200	500	472	413	435
Households	15 401	109	21	-	-	-	-
Payments for capital assets	726	615	38 683	1 050	341	196	207
Buildings and other fixed structures	-	-	37 980	-	-	-	-
Machinery and equipment	726	615	703	1 050	331	184	194
Software and other intangible assets	-	-	-	-	10	12	13
Payments for financial assets	10	375	53	-	-	-	-
Total	93 318	242 816	189 447	271 114	306 653	316 776	335 986

5.4.2. Relating expenditure trends to strategic outcome-oriented goals

Tourism Sector Support Services has a budget allocation of R306,653 million which includes Compensation of Employees to an amount of R68,628 million and the TIP with a budget of R198,777 million. Projects within TIP include tourism market access, tourism grading support, tourism destination development and energy efficiency projects. The TIP comprises 64,82% of the total programme budget and Compensation of Employees represents 22,34% of the branch's budget allocation. The Compensation of Employees will fund the establishment of 112 posts.

PART C: LINKS TO OTHER PLANS

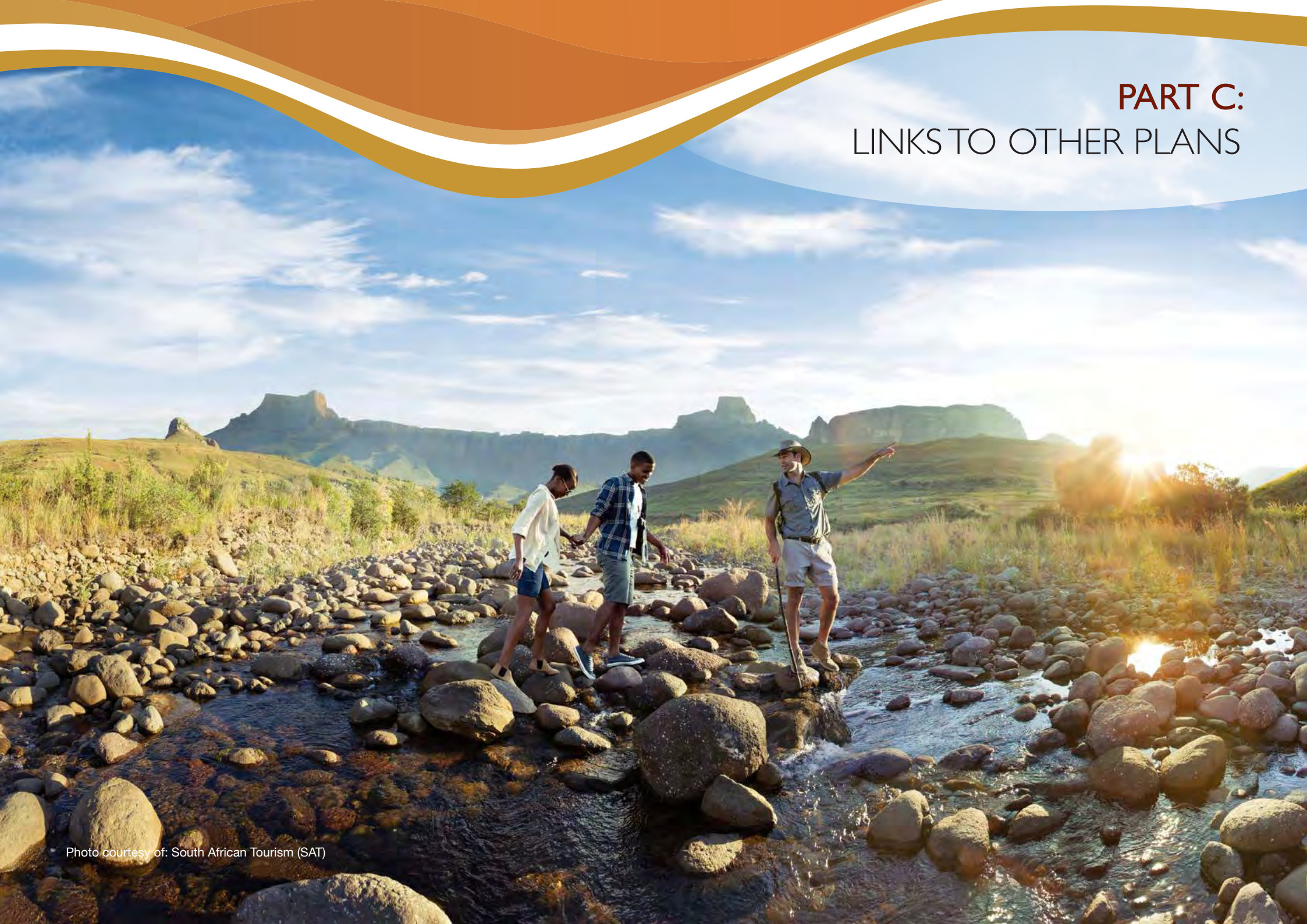


Photo courtesy of: South African Tourism (SAT)

Photo courtesy of: South African Tourism (SAT)



6. Links to the long-term infrastructure and other capital plans.

Table 9: Links to the long-term infrastructure and other capital plans

No	Project name	Programme	Municipality	Project description/ type of structure	Outputs	Estimated project cost	Expenditure to date	Project duration	
								Start	Finish
1.	Working for Tourism projects	Destination Development	Selected municipalities	Infrastructure tourism projects for communities, e.g. hiking trails, accommodation and caravan parks	Community tourism infrastructure projects	2017/18: R329 513 000	2010/11: R270 176 000 2011/12: R301 370 000 2012/13: R314 350 000 2013/14: R291 049 000 2014/15: R280 236 000 2015/16: R249 013 000 2016/17: R365 984 000 2017/18: R202 634 000 (as at end January 2018)	2010/11 financial year	2017/18 financial year

7. Conditional grants

Not applicable

8. Public Entity: South African Tourism (SAT)

Table 10: Public Entity: SAT

Name of public entity	Mandate	Outputs	Current annual budget	Date of next evaluation
SAT	<ul style="list-style-type: none"> Chapter 3 of the Tourism Act, 2014 (Act 3 of 2014) stipulates the following as the functions of the South African Tourism Board: Market South Africa as a domestic and international tourist destination Market SAT 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 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 	<ul style="list-style-type: none"> Contribute to inclusive economic growth by increasing the number of international and domestic tourists Contribute to an enhanced, recognised, appealing, resilient and competitive tourism and business events brand for South Africa across the target markets and segments Enhance stakeholder and partnership collaboration, both local and international, to better deliver on SAT's mandate Contribute to an improved tourist experience in line with the brand promise Position SAT's corporate brand to be recognised as a tourism and business events industry leader in market intelligence, insights and analytics Achieve operational efficiencies in all activities, including human, marketing and other resources available to SAT 	2018/19 R1 208 048 000 2019/20 R1 271 539 000 2020/21 R1 340 491 000	June 2020

9. Public-private partnerships

Not applicable

ANNEXURES

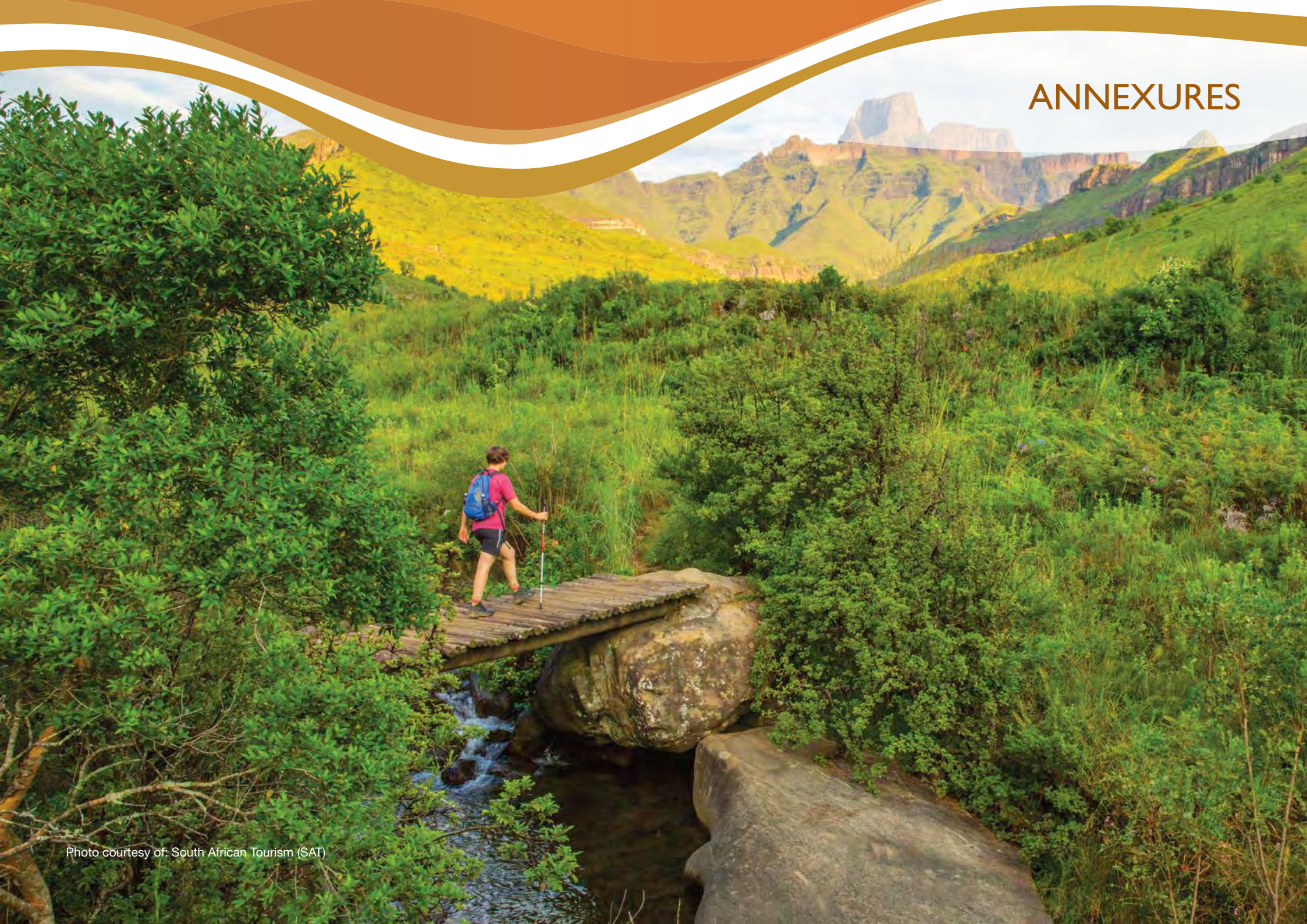


Photo courtesy of: South African Tourism (SAT)



ANNEXURE A: SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

Table 11: Service Delivery Improvement Plan

Batho Pele Principles:					
Current				Desired (to-be approach)	
		Current 2017	Desired: 2018-2019	Desired: Year 2019- 2020	Desired: Year 2020-2021
Develop tourism enterprises	Consultation:	<ul style="list-style-type: none"> Consultation takes place on a formal and informal communication level There is room for improvement 	<ul style="list-style-type: none"> One on one meetings Surveys Roadshows Izimbizos Feedback mechanisms on the portal 	<ul style="list-style-type: none"> One on one meetings Surveys Roadshows Izimbizos Feedback mechanisms on the portal 	<ul style="list-style-type: none"> One on one meetings Surveys Roadshows Izimbizos Feedback mechanisms on the portal
	Courtesy:	Systems have been designed to the needs that beneficiaries have expressed	<ul style="list-style-type: none"> Continuous improvement of the systems using feedback from beneficiaries Improve responsiveness to beneficiary complaints and comments 	<ul style="list-style-type: none"> Continuous improvement of the systems using feedback from beneficiaries Improve responsiveness to beneficiary complaints and comments 	<ul style="list-style-type: none"> Continuous improvement of the systems using feedback from beneficiaries Improve responsiveness to beneficiary complaints and comments
	Access:	Fragmented information	<ul style="list-style-type: none"> Introduce Tourism Enterprise Development Portal Link portal to departmental website for access Awareness raising on availability of the portals for access 	<ul style="list-style-type: none"> Link portal to departmental website for access Awareness raising on availability of the portals for access 	<ul style="list-style-type: none"> Link portal to departmental website for access. Awareness raising on availability of the portals for access
	Information:	Meetings, roadshows and workshops	Clear description of how and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Clear description of how and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Clear description of how and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre
	Openness & transparency:	Information centre, website and service charter provides information on lodging of complaints	Clear description of how, by whom and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Maintain standard	Maintain standard

Batho Pele Principles:					
Current			Desired (to-be approach)		
		Current 2017	Desired: 2018-2019	Desired: Year 2019- 2020	Desired: Year 2020-2021
	Redress:	Call centre complaints resolution mechanism	<ul style="list-style-type: none"> Well defined, communicated complaints mechanism Improve turnaround times for response to complaints 	<ul style="list-style-type: none"> Well defined, communicated complaints mechanism Improve turnaround times for response to complaints 	<ul style="list-style-type: none"> Well defined, communicated complaints mechanism Improve turnaround times for response to complaints
	Value for money:	Services provided free of charge to beneficiaries	Services provided free of charge to beneficiaries	Services provided free of charge to beneficiaries	Services provided free of charge to beneficiaries
	Human resources:	<ul style="list-style-type: none"> Co-sourced service Internal 11 officials 	<ul style="list-style-type: none"> Co-sourced service Internal 11 officials 	<ul style="list-style-type: none"> Co-sourced service Internal 11 officials 	<ul style="list-style-type: none"> Co-sourced service Internal 11 officials
	Time:	Online service available 24 hours (excluding planned downtime)	Online service available 24 hours (excluding planned downtime)	Online service available 24 hours (excluding planned downtime)	Online service available 24 hours (excluding planned downtime)
Providing incentives to the tourism sector	Consultation:	National Tourism Stakeholder Forum (NTSF)	<ul style="list-style-type: none"> National Tourism Stakeholder Forum Roadshows 	<ul style="list-style-type: none"> National Tourism Stakeholder Forum Roadshows 	-
	Courtesy:	Incentives aligned department's strategic intent and discussed with industry	<ul style="list-style-type: none"> Continuous improvement of the systems using feedback from beneficiaries Improve responsiveness to beneficiary complaints and comments 	<ul style="list-style-type: none"> Continuous improvement of the systems using feedback from beneficiaries Improve responsiveness to beneficiary complaints and comments 	-
	Access:	Access to incentives targeted to businesses aligned to the strategic of the incentive. Qualifying criteria communicated through media	<ul style="list-style-type: none"> Introduce one new incentive Call for applications for all 4 incentives 	<ul style="list-style-type: none"> Introduce one new incentive Call for applications for all 5 incentives 	-
	Information:	NTSF, Meetings, roadshows and workshops	Clear description of how and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Clear description of how and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Clear description of how and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre

Batho Pele Principles:

Current				Desired (to-be approach)	
		Current 2017	Desired: 2018-2019	Desired: Year 2019- 2020	Desired: Year 2020-2021
	Openness & transparency:	Information centre, website and service charter provides information on lodging of complaints	Clear description of how, by whom and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Clear description of how, by whom and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre	Clear description of how, by whom and where services are provided using infographics, diverse media platforms, departmental website, departmental call centre
	Redress:	Call centre complaints resolution mechanism	<ul style="list-style-type: none"> Well defined, communicated complaints mechanism Improve turnaround times for response to complaints 	<ul style="list-style-type: none"> Well defined, communicated complaints mechanism Improve turnaround times for response to complaints 	<ul style="list-style-type: none"> Well defined, communicated complaints mechanism Improve turnaround times for response to complaints
	Value for money:	Incentivise businesses that meet minimum criteria at pre-agreed rates	Incentivise businesses that meet minimum criteria at pre-agreed rates	Incentivise businesses that meet minimum criteria at pre-agreed rates	Incentivise businesses that meet minimum criteria at pre-agreed rates
	Human resources:	19 officials	19 officials	19 officials	19 officials
	Cost:	Costs vary depending on the type of incentive and individual case	Costs vary depending on the type of incentive and individual case	Costs vary depending on the type of incentive and individual case	Costs vary depending on the type of incentive and individual case
	Time:	Business hours	Business hours	Business hours	Business hours
Develop Tourism sector skills	Consultation:	Inadequate/insufficient Consultation with the relevant service beneficiaries	Strengthening of consultation through stakeholder engagement on monthly, quarterly and annual basis	Continuous strengthening of consultation process through stakeholder engagement on monthly, quarterly and annual basis	Continuous strengthening of consultation process through stakeholder engagement on monthly, quarterly and annual basis
	Courtesy:	Issue based engagements	<ul style="list-style-type: none"> Annual calendar consulted, prepared and communicated timeously Quality discussion documents prepared and distributed on time 	<ul style="list-style-type: none"> Annual calendar consulted, prepared and communicated timeously Quality discussion documents prepared and distributed on time 	<ul style="list-style-type: none"> Annual calendar consulted, prepared and communicated timeously Quality discussion documents prepared and distributed on time
	Access:	The Department has revived the Provincial Coordinating Forum (PCF) so that key stakeholders can access the Department at grassroots level	Comprehensive stakeholder analysis to ensure the relevant people are in the coordinating body	Comprehensive stakeholder analysis to ensure the relevant people are in the coordinating body	Comprehensive stakeholder analysis to ensure the relevant people are in the coordinating body

Batho Pele Principles:					
Current			Desired (to-be approach)		
		Current 2017	Desired: 2018-2019	Desired: Year 2019- 2020	Desired: Year 2020-2021
	Openness & transparency:	Issue based engagements	Terms of reference for the coordination body will clarify roles and responsibilities and conflict resolution mechanisms	Terms of reference for the coordination body will clarify roles and responsibilities and conflict resolution mechanisms	Terms of reference for the coordination body will clarify roles and responsibilities and conflict resolution mechanisms
	Information:	Issue based engagements	Establish a secretariat for the coordinating body who will be responsible for information and knowledge management	Secretariat for the coordinating body will take responsibility for information and knowledge management	Secretariat for the coordinating body will take responsibility for information and knowledge management
	Redress:	Issue based engagements	Terms of reference for the coordination body will clarify roles and responsibilities and conflict resolution mechanisms	Terms of reference for the coordination body will clarify roles and responsibilities and conflict resolution mechanisms	Terms of reference for the coordination body will clarify roles and responsibilities and conflict resolution mechanisms
	Value for money:	Issue based engagements	Improvements in the implementation of the Tourism Human Resource Development Strategy	Improvements in the implementation of the Tourism Human Resource Development Strategy	Improvements in the implementation of the Tourism Human Resource Development Strategy
	Human resources:	6 officials	6 officials	6 officials	6 officials

ANNEXURE B: COMMUNICATION STRATEGY

1. Introduction

A Communication Strategy is a means to improve communications, obtain wider community and employee support or buy-in for projects, gather useful data and ideas, enhance public sector or corporate reputation and provide a platform for more sustainable decision-making.

Therefore, this Communication Strategy is aimed at delivering an effective and efficient communication service that will promote, enable and encourage broad participation in tourism programmes as well as to build the tourism brand. The strategy will further guide on the strategic alignment with the national communications framework of government and departmental priorities.

Developmental communication is a critical part of this strategy as it is a platform which provides communities with information they can use in bettering their lives. It aims at making public programmes and policies real, meaningful and sustainable. The outcome of this communication approach is to make a difference in the quality of life of women, youth and people with disabilities living in rural and township communities, including those in nodal areas identified by the Department.

The NDP recognises tourism as one of the key drivers of the economy. The NTSS 2016 -2026 was revised and approved to be in line with NDP, Nine Point Plan and the Tourism Act 3 of 2014, as well as ensure that the strategy remains relevant in a rapidly changing global environment.

The strategic objective for the communication strategy will be to reach out to tourism stakeholders and target audiences through targeted communication. It will be tactically targeted to reassure the public and other implementation and internal coordination. The communication strategy will achieve the following objectives:

- To inform the tourism sector and citizens especially those living in townships and rural communities of the Department's initiatives so that they can benefit from them.
- To position the Department as a leader in sustainable tourism development for inclusive economic growth.
- To identify opportunities for public-private partnerships to enhance the work of the Department.

- To encourage South Africans to join the We Do Tourism campaign and become brand ambassadors.
- To ensure employees are informed of internal developments and the initiatives of the Department.

2. Strategic emphasis

The goal of this strategy is to position the Department of Tourism through innovative communication by providing strategic services that: promote, empower and encourage participation in programmes, and build the Department's brand to ensure that rural and township communities, women and youth in the nodal areas benefit from tourism initiatives.

Under the national communication theme: ***Together we move South Africa forward***, the strategy sets objectives to promote tourism awareness through targeted communication and strengthened stakeholder engagement.

Through the ***We Do Tourism*** campaign, South Africans are also encouraged to become brand ambassadors and by doing so help the country to reach its objective to grow tourism by an additional 5 million visitors in five years. The upcoming year is of great significance as South Africa will be celebrating the Nelson Mandela and Albertina Sisulu Centenary respectively under the theme ***"Be the Legacy"***. Communication efforts will therefore highlight the Department's initiatives in relation to the ***We Do Tourism*** campaign and ***Centenary Celebrations*** as follows:

- **Effective marketing:** Market Access Programmes, Development of the Indi-Atlantic Route; Research Seminar; Africa's Travel Indaba Ministerial Session; IORA;
- **Facilitating ease of access:** Social tourism initiatives programmes; Women in Tourism; Destination Enhancement; Travel facilitation on aviation and immigration;
- **Visitor Experience:** Tourism Grading Support Programme; Tourism Transformation Fund; Green Tourism Incentive Programme; Tourists Complaints Management Programme; Service Excellence; Tourist Guiding; Tourist Safety Programme; Skills Development Programmes;
- **Destination Management:** Destination Planning Manual and Master Plan; Tourism precincts; budget resort initiatives; tourism development projects; Public Lecture; Research Seminar; National Tourism Information and Monitoring System;
- **Broad-based benefits:** Enterprise Development Programme; Women in Tourism; Market Access Programmes, Tourism Grading Support Programme; Tourism Transformation Fund; Green Tourism Incentive Programme; Skills Development Programmes; Tourism Incentive

Programme; Destination Planning Manual and Master Plan; Tourism precincts; budget resort initiatives; tourism development projects; Working for Tourism; and Research Seminar.

The Department works with other partners in the sector to ensure a well-coordinated and integrated communication that is aligned to Government's Programme of Action.

3. Future Plans

The following is planned for the upcoming year:

- Twelve Izimbizo will be coordinated for Minister and Deputy Minister to interact with citizen especially women, youth and people with disabilities living in rural and township communities, as well as those based in nodal areas.
- GCIS community media workshops will be used for various key programmes of the Department.
- A crisis communications strategy will be developed to ensure that the Department and its entity SAT deal with crisis incidents timeously and responsibly.

- Common messaging will be developed for all branches aligned to government themes.
- A web page for job seekers will be implemented to link unemployed youth and women with work opportunities within the tourism sector.
- Focus will be biased toward vernacular language radio services and community media which are easily accessible and affordable to communities.
- Community media workshops will also be hosted to promote departmental programmes.
- A community radio phone-in programme facilitated by GCIS will be employed for the Budget Vote and Tourism Month.
- The Department will embark on multi-media advertising (including paid-for social media) to reach targeted audiences such as youth and women in tourism, SMMEs and cooperatives in townships and rural areas.
- The Department will continue to create awareness and provide information about the functions of the Tourism Complaints Officer and procedure to be followed by tourists to lodge complaints on tourism products, services and facilities.
- Targeted "how-to" information will be provided to tourism stakeholders who seek information on specific programmes of the Department – e.g. grading information, how to become a tourism guide and other useful information.

TECHNICAL INDICATOR DESCRIPTIONS



Photo courtesy of: South African Tourism (SAT)

ANNEXURE C: TECHNICAL INDICATOR DESCRIPTIONS

Table 12: Programme 1: Corporate Management technical indicator descriptions

Indicator title	PPI 1: Number of strategic documents developed	PPI 2: Vacancy rate
Short definition	<ul style="list-style-type: none"> Facilitation of the development and improvement of the implementation of the Strategic Plan, Annual Performance Plan and Risk Management Framework to ensure realisation of departmental objectives. Production of complete, accurate and reliable departmental performance information reports in line with the government regulations, prescripts, guidelines and policies, and other good practices Provision of oversight support system for the Department through provision of public entity planning support and through monitoring of SAT's financial and non-financial performance, statutory compliance and adherence to governance principles 	Percentage of funded vacancies
Purpose/importance	<ul style="list-style-type: none"> To enhance departmental performance and ensure compliance with all legislative and regulatory directives in order to minimise risks and have an unqualified audit To enhance SAT's financial and non-financial performance, as well as compliance with laws and governance principles in order to promote an economic, efficient and effective use of state resources and to enhance returns on investments 	To manage the human resource requirements and capacity of the Department
Source/collection of data	<ul style="list-style-type: none"> Internal administration and reporting systems (EDMS, reports on the progress against the approved Annual Performance Plan, guidelines/directives from NT, Department of Public Service Administration and Department of Planning, Monitoring and Evaluation, management reports from AGSA, Parliament, professional bodies) SAT for public entity oversight reports developed 	PERSAL
Method of calculation	Simple count	Number of funded vacant posts/total funded establishment = vacancy rate
Data limitations	<ul style="list-style-type: none"> Inaccurate, unreliable, incomplete, uncoordinated information from stakeholders Timeous submission of reports, draft plans and other documentation from SAT 	Correctness of data on PERSAL
Type of indicator	Output	Output
Calculation type	Non-cumulative (except for public entity oversight reports developed)	Cumulative
Reporting cycle	Quarterly and annually (except for public entity oversight reports developed)	Quarterly
New indicator	No. However, public entity oversight public function is now included under this indicator	No, but modified

Desired performance	Outstanding departmental planning, reporting and risk management performance on the achievement of departmental objective and goals, as well as continuous promotion of good governance	Vacancy rate not to exceed 8%
Indicator responsibility	Director: Strategy Management, Monitoring and Evaluation and Director: Risk Management Chief Director: Strategy and Systems (for public entity oversight)	Director: Human Resources Administration and Employee Relations
Indicator title	PPI 3: Percentage women representation in SMS, representation of people with disabilities and Black representation	PPI 4: Percentage implementation of WSP with defined targeted training interventions
Short definition	Number of women at SMS level, and number of persons with disabilities at all levels	WSP is a guiding document that outlines the training and development interventions on which the Department is planning to focus for a particular financial year
Purpose/importance	To manage the implementation of the Employment Equity Plan	To address identified skills gaps through capacity development interventions
Source/collection of data	PERSAL	Personal Development Plans (PDPs) and branch skills plan
Method of calculation	Number of filled posts occupied by members of designated groups – converted to percentage	Employee PDPs consolidated and training interventions counted
Data limitations	Correctness of data on PERSAL	Training interventions may be restricted by the allocation of funds
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle	Quarterly	Quarterly
New indicator	No	No, but modified
Desired performance	Maintain minimum of 50% women representation at SMS level Maintain minimum of 3% people with disabilities representation Maintain minimum of 91,5% Black representation	Competitive human resources
Indicator responsibility	Director: Human Resources Administration and Employee Relations	Director: Human Utilisation and Employee Health and Wellness
Indicator title	PPI 5: Percentage compliance with prescripts on management of labour relations matters	PPI 6: Implementation of ICTSP
Short definition	Compliance with terms and conditions prescribed in terms of legislation and resolutions	Implement ICTSP in a phased approach
Purpose/importance	To enhance peace and promote fairness in dealing with labour relations matters	To align the ICTSP with the Department's strategy and providing a consistent, integrated approach to the planning of departmental service delivery, as well as to the integration with Medium-Term Expenditure Framework (MTEF) processes
Source/collection of data	Prescripts on labour relations	Approved 2016/17-2019/20 ICTSP
Method of calculation	Finalised Misconduct Cases within 90 days and Grievances within 30 days for level 1-12 and 45 days for SMS	Percentage implementation of the ICTSP

Data limitations	N/A	None
Type of indicator	Output	Output
Calculation type	Quarterly reports	Quarterly reports
Reporting cycle	Quarterly	Quarterly
New indicator	No	No
Desired performance	100% compliance –Labour relations cases to be handled and managed according to the applicable laws. Timeframes as set in law to be complied with. The postponements and agreements on extension for period of finalisation of misconduct cases and grievances respectively be in terms of the prescripts	Implementation of ICTSP to ensure that business objectives are achieved
Indicator responsibility	Director: Human Resources Administration and Employee Relations	Director: Government Information and Technology Management
Indicator title	PPI 7: Number of quarterly and annual financial statements submitted	PPI 8: Percentage implementation of the annual internal audit plan
Short definition	To prepare quarterly interim financial statements reflecting the cash flow management and expenditure trends	Provide a full range of internal audit services, i.e. general assurance and compliance, forensic, information technology and performance audit
Purpose/importance	To ensure good governance	To ensure awareness of and compliance with the Public Finance Management Act (PFMA) and good corporate governance practices in the Department through evaluating its control environment and making recommendations on how to improve performance
Source/collection of data	Departmental financial systems and records	Internal audit plan, management requests, risk register, Auditor-General reports, previous internal audit reports
Method of calculation	Number of reports submitted to NT against the total number of reports expected for submission	Issued audit reports as per the approved internal audit plan
Data limitations	Information sourced from financial systems depends on the availability of those systems, which are managed by NT	Unavailability of information or records/limited scope
Type of indicator	Efficiency	Output
Calculation type	Quarterly reports	Cumulative
Reporting cycle	Quarterly	Quarterly
New indicator	No	No
Desired performance	100% compliance	Improved effectiveness of risk management, control and governance processes
Indicator responsibility	Chief Financial Officer	Director: Internal Audit

Indicator title	PPI 9: Percentage implementation of the communication strategy (media engagement, branding, events management, internal, intergovernmental communications and community engagements/ Izimbizo)	PPI 10: Percentage procurement from B-BBEE-compliant businesses
Short definition	Through the use of the media engagement, electronic communications, branding, events management, internal, intergovernmental communications and outreaches ensure that stakeholders and citizens are aware of and can access the Department's initiatives and programmes	To procure goods and services from B-BBEE-compliant businesses
Purpose/importance	To implement the departmental communication strategy and development communication strategy so that more citizens, especially youth, women and people with disabilities in townships and rural communities can benefit from the Department's initiatives	To ensure good governance and compliance with legislation
Source/collection of data	<ul style="list-style-type: none"> • On-site surveys at exhibitions • Exit reports • Attendance registers • Distribution reports • Media analysis reports • Ministry and Presidential speeches • GCIS Environmental scans • Departmental Briefing Notes 	Only service providers registered on the Central Supplier Database (CSD) can be used to procure goods and services
Method of calculation	<ul style="list-style-type: none"> • Number of exhibition visitor forms completed • Attendance registers • Four stakeholder magazines produced per annum • Number of press clippings and radio and television inserts 	Amount spent per subprogramme per category
Data limitations	<ul style="list-style-type: none"> • Late or no approval of concept documents • Late or insufficient articles from stakeholders • Accuracy of attendance registers • Accuracy of media monitoring 	Some government entities are excluded, travel agency bookings
Type of indicator	Output	Efficiency
Calculation type	Non-cumulative	Quarterly reports
Reporting cycle	Monthly, Quarterly and Annually	Quarterly
New indicator	No	No
Desired performance	Awareness of and access to departmental programmes and initiatives by tourism stakeholders and South African public	100% compliance
Indicator responsibility	Chief Director: Communications	Director: Supply Chain Management

Table 13: Programme 2: Tourism Research, Policy and International Relations technical indicator descriptions

Indicator title	PPI 1: Number of policy development initiatives undertaken	PPI 2: Number of information dissemination platforms hosted
Short definition	Provision of technical policy support to advance travel facilitation	Platforms to engage and disseminate research information to tourism stakeholders
Purpose/importance	To undertake policy analysis aimed at supporting travel facilitation	<ul style="list-style-type: none"> • To engage, exchange and share ideas with tourism stakeholders on issues of importance to the tourism sector in order to enhance strategies, planning, programmes and policy decision-making within the tourism sector • To disseminate research findings and recommendations of research studies conducted in collaboration with universities to the wider tourism stakeholders as well as to the general public for their consumption
Source/collection of data	National regulatory frameworks, Bilateral Air Service Agreements, online sources and international best practices	Presentations of research findings and recommendations by universities and stakeholders in the tourism sector
Method of calculation	N/A	N/A
Data limitations	Access to airline data	Lack of cooperation and buy-in from relevant stakeholders to participate in the platforms
Type of indicator	Input	Outcome
Calculation type	N/A	Non-cumulative
Reporting cycle	Biannually	Annual
New indicator	No	No
Desired performance	To create an enabling legislative and regulatory environment for tourism development and growth	Improved tourism sector stakeholder engagement
Indicator responsibility	Chief Director: Policy Planning and Strategy	Chief Director: Research and Knowledge Management

Indicator title	PPI 3: Number of tourism monitoring and evaluation reports developed	PPI 4: Number of information systems developed and maintained
Short definition	To develop and implement monitoring and evaluation reports to inform planning and decision making	To develop the NTIMS for the collection, recording, management and dissemination of information and data on tourism trends
Purpose/importance	<ul style="list-style-type: none"> The Annual NTSS implementation Report provides a mechanism for reporting on the implementation of the current NTSS objectives, including an update on sector transformation (as one of the eleven NTSS objectives) issues The STR gives an overview of the performance of the tourism industry in both South Africa and the world. The STR covers the analysis and interpretation of the performance of key tourism sub-sectors on an annual basis, which include tourist arrivals, contribution to GDP and employment, performance of the airline sector and performance of the accommodation sub-sector The evaluation of tourism projects will provide evidence on the broader impact of the implementation of projects. The monitoring of projects will collect and analyse data to track progress against set objectives and standards. The projects will further identify trends and patterns and inform decisions for project/programme management Facilitation the implementation of signed bilateral agreements aims to strengthen regional integration and global bilateral relations 	To provide a comprehensive understanding of tourism footprint in terms of outlook, geographical spread and landscape of tourism offerings, businesses and available infrastructure to enable tourism sector trend analysis and market intelligence required to guide planning, decision making and performance monitoring
Source/collection of data	<p>Secondary data from the following institutions is used as source information to develop the STR:</p> <ul style="list-style-type: none"> World Tourism Organization (UNWTO); World Travel and Tourism Council (WTTC) International Congress and Conventions Association (ICCA) International Air Transport Association (IATA) reports Airport Intelligence data from IATA SAT annual reports Euromonitor International Tourism report (Stats SA) ACSA integrated report Food and beverage report (Stats SA) Tourism Satellite Account (TSA) of South Africa, Final 2011, provisional 2012 and 2013 ICCA reports SAT annual report Tourist accommodation report Surveys from municipalities Primary data will be collected from project sites 	<ul style="list-style-type: none"> Provinces Tourism businesses Tourism Associations South African Revenue Services(SARS) Companies and Intellectual Property Commission (CIPC) Local and district municipalities Tourism Grading Council of South Africa (TGCSA) Tourism agencies

Method of calculation	NTSS and STR - annual Monitoring reports - quarterly Bilateral agreements - quarterly	Annual
Data limitations	<ul style="list-style-type: none"> • Availability of timely and reliable data • Correctness and comprehensive of the information from the stakeholders providing the information 	<ul style="list-style-type: none"> • Availability of timely and reliable data • Correctness and comprehensive of the information from the stakeholders providing the information
Type of indicator	Outcome and impact base indicator	Output
Calculation type	Single measure	Non-cumulative
Reporting cycle	Annually	Quarterly
New indicator	No - NTSS and STR - annual Yes - Monitoring reports - quarterly Yes - Bilateral agreements - quarterly	No
Desired performance	Report leading to informed decision making Dissemination of tourist information through modern platforms	A system providing comprehensive understanding of tourism footprint in terms of outlook, geographical spread and landscape of tourism offerings, businesses and available infrastructure to enable tourism sector trend analysis and market intelligence required to guide planning, decision making and performance monitoring
Indicator responsibility	Chief Director: Research and Knowledge Management Chief Director: Policy Planning and Strategy Chief Director: International Relations and Cooperation	Chief Director: Research and Knowledge Management
Indicator title	PPI 5: Number of initiatives facilitated in multilateral fora and bilateral cooperation and regional integration	PPI 6: Number of capacity-building programmes implemented
Short definition	Implementation of programmes aimed at strengthening cooperation in sustainable tourism growth on the multilateral, bilateral and regional fora	To provide unemployed youth with data collection skills and employment for the collection of tourism businesses, products and services data for the development of the NTIMS and the supply side database
Purpose/importance	<ul style="list-style-type: none"> • To contribute towards South Africa's ocean economy tourism strategy through IORA and support South Africa's chairmanship position during the 2017-2019 period • To provide a platform for African tourism ministers to discuss and debate the current state of tourism in Africa and collectively devise solutions to the existing challenges, while charting a path of progress for the continent • Sharing of Best Practices to include provincial government participants who will learn how other countries on the continent are managing and applying strategies to benefit their communities through tourism initiatives 	<ul style="list-style-type: none"> • To promote the transformation of the tourism sector • To provide unemployed youth with data collection skills and employment for the data collection of tourism businesses, products and services for the development of the NTIMS

Source/collection of data	<ul style="list-style-type: none"> • Department of International Relations and Cooperation • Provinces • Tourism Associations • SAT • IORA Secretariat • Research • Country analysis reports • African Union reports 	<ul style="list-style-type: none"> • Provinces • Municipalities • Tourism businesses • Tourism Associations
Method of calculation	<p>Events' reports</p> <p>Analysis of prevailing tourism trends and policies in Africa, data analysis from various reports including country analysis reports</p>	<ul style="list-style-type: none"> • Single report required • Actual participation is recorded through attendance registers, as well as monitoring reports
Data limitations	<ul style="list-style-type: none"> • The Department is not in control of the international political arena. The outcome depends on negotiations and consensus reached • Outdated information, non-existent or unclear country-specific or region-specific foreign policies 	Correctness and comprehensiveness of the information provided by the sources listed above
Type of indicator	Outcome and activities	Measuring output and activities
Calculation type	Non-cumulative	Non-cumulative and cumulative
Reporting cycle	Annually	Quarterly
New indicator	No	Yes
Desired performance	Robust deliberations on status of Tourism in Africa with specific reference to challenges and possible solutions to be adopted. These will be captured into a report that will be shared with participants	Quality data and information that enable the development of a national tourism information system to provide critical tourism information for planning and decision making and provide a fuller picture of the size, nature and characteristics of the tourism sector (supply side)
Indicator responsibility	Chief Director: International Relations and Cooperation	Chief Director: Research and Knowledge Management

Table 14: Programme 3: Destination Development technical indicator descriptions

Indicator title	PPI 1: Number of destination planning initiatives undertaken:	PPI 2: Number of destination enhancement initiatives supported and monitored
Short definition	Provide planning support on the coordination, investment, and (re-) development of tourism destination products, with a view to ensure the development of the local tourism economy	Develop and enhance key tourism attractions to facilitate a diversified product offering, an enhanced visitor experience, increased visitation and higher revenue, economic opportunities, access for elderly, children and persons with disabilities, and improvement of product offerings
Purpose/importance	To direct tourism (re-) development and unlock local tourism opportunities and benefits across prioritised tourism destinations	To improve destination competitiveness through product enhancement
Source/collection of data	Draft Master Plans, Precinct Plans, Feasibility Studies, Concept Reports, Facilitation Sessions Reports, and Pipeline Assessment Reports	Data collected from site visits, implementation plans, and implementation reports from the management authorities
Method of calculation	Completion of plans and reports	Completion of stages of implementation plans
Data limitations	Quality of information depends on the clarification of roles and responsibilities, level of responsiveness, participation or feedback by key stakeholders, as well as capacity from provinces, municipalities and projects owners to update information on the selected tourism investment projects	The accuracy of the information depends on the quality and correctness of the reports and information provided by management authorities
Type of indicator	Output	Output
Calculation type	Non-cumulative	Non-cumulative
Reporting cycle	Annually	Quarterly
New indicator	Yes	No
Desired performance	Coordinated plans and project pipeline to enhance destination development in prioritised geographic areas at regional, destination and site level	Diversified product offering, enhanced visitor experience, increased visitation, higher revenue and economic opportunities and product offerings enhanced including World Heritage Sites
Indicator responsibility	Chief Director: Destination Planning and Investment Facilitation	Chief Director: Tourism Enhancement

Indicator title	PPI 3: Number of FTE jobs created through Working for Tourism projects on the EPWP
Short definition	<p>Number of jobs created through the Department's EPWP initiative namely the Working for Tourism Programme, through the use of labour-intensive methods targeting the unemployed, youth, women, people with disabilities and SMMEs. Address imbalanced geographic spread and seasonality of tourists and visitors by implementing EPWP projects providing short term employment to the unemployed</p> <p>Work opportunity therefore is a paid work created for an individual on an EPWP project for any period of time</p>
Purpose/importance	To ensure that the implementation of tourism projects owned and operated for the benefit of communities is sustainable, and that the youth trained will be relevantly skilled for jobs in the hospitality/tourism industry
Source/collection of data	The source for collection of data are the attendance register, wage register and EPWP reports
Method of calculation	<p>People who are employed on the EPWP projects or learners in the training programmes funded through the EPWP funds are required to sign an attendance register. The attendance register is then used to determine how many days they have worked per project per month</p> <p>The total number of days are then divided by 230 to arrive at FTEs.</p> <p>The calculation of FTEs is in accordance with a formula supplied by the Department of Public Works. Total number of job days/ 230 = number of FTEs</p> <p>At the end of every month the Service Providers/implementers/entities submit the EPWP reports with the above information as well as copies of the attendance registers</p>
Data limitations	No reporting, late reporting or inaccurate reporting by project implementers/implementers/entities. Wrong calculation of job days
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly during the financial year
New indicator	No
Desired performance	Permanent and temporary jobs created, and SMME development
Indicator responsibility	Programme Manager: Working for Tourism

Table 15: Programme 4: Tourism Sector Support Services technical indicator descriptions

Indicator title	PPI 1: Number of initiatives supported to promote B-BBEE implementation	PPI 2: Number of initiatives supported to stimulate domestic tourism
Short definition	<ul style="list-style-type: none"> To develop the programmes to assist the tourism sector to achieve the Tourism B-BBEE Codes Four Women in Tourism initiatives to empower women supported 	Programmes conceptualised and implemented with strategic partners, aimed at stimulating travel amongst South Africans and reducing barriers to participation
Purpose/importance	Assist the tourism sector to achieve transformation targets	To grow the domestic tourism market as the anchor that will build a resilient sector, increase its contribution to the GDP and make tourism experiences more accessible to all South Africans
Source/collection of data	<ul style="list-style-type: none"> Council meetings, Tourism B-BBEE workshops, research, B-BBEE literature reviews, provincial and metro B-BBEE focal Points reports, and the Department of Trade and Industry (dti) B-BBEE Information Technology Portal Network dinner at Indaba Women's breakfast sessions Women in Tourism annual conference Women in Tourism Chapters' capacity-building workshop 	<ul style="list-style-type: none"> Agreements with strategic partners Project implementation reports Beneficiary lists Attendance registers
Method of calculation	Simple count: Issued reports	Simple count: Issued reports
Data limitations	Depends on stakeholders' willingness and cooperation, to disclose their B-BBEE status and provide information	Immediate impact on culture change and economic contribution will not be visible from short term reports only over the long run
Type of indicator	Output/ impact	Output
Calculation type	Cumulative	Cumulative
Reporting cycle	Annually	Quarterly
New indicator	No	Yes
Desired performance	Increasing levels of economic transformation in the tourism sector.	Functional partnership with government-owned parks and attractions, to enable high numbers of targeted groups to be granted access at reduced cost
Indicator responsibility	Chief Director: Enterprise Development and Transformation	Director: Domestic Tourism Facilitation
Indicator title	PPI 3: Number of enterprises supported for development	PPI 4: Number of Incubators implemented
Short definition	The funding and capacity-building support will prioritise tourism businesses that are innovative, create products that are diverse, sustainable and contribute to the transformation of the sector Businesses that have grown either in turnover or in jobs created	The funding and capacity-building support will priorities tourism businesses that are innovative, create products that are diverse, sustainable and contribute to the transformation of the sector. Assistance with marketing activities
Purpose/importance	Small businesses create much-needed jobs and therefore it is critical that they have to grow	Small businesses need to have access to markets in order for them to grow

Source/collection of data	<ul style="list-style-type: none"> • Data obtained from the implementation of the Executive Development (ED) Programme will be verified • Workshop reports • Portal activity reports • Attendance registers • Incubator participation monitor • Feedback reports from enterprises supported 	<ul style="list-style-type: none"> • Workshop reports • Portal activity reports • Attendance registers • Incubator participation monitor • Feedback reports from enterprises supported
Method of calculation	Simple count	Businesses are put on a database and the list is added up
Data limitations	If data not verified it may under count the number of enterprises supported. Measurements of impact and mainly quantitative and thin on the qualitative perspective, where real impact can be measured	Provincial managers might not capture correctly
Type of indicator	Output indicator	Activities
Calculation type	Cumulative and non-cumulative	Non-cumulative
Reporting cycle	Quarterly – one week after the term of the quarter	Quarterly
New indicator	New indicator	No
Desired performance	Participation by provinces and completion of support to 100 rural enterprises. High use of portal to access information and support	On target
Indicator responsibility	Director: Enterprise Development	Director: Enterprise Development
Indicator title	PPI 5: Number of incentivised programmes implemented	PPI 6: Number of community tourism enterprises supported to enter the tourism value chain
Short definition	Encourage the growth of tourism enterprises through financial support to facilitate improved market access, encourage conformity to quality standards and facilitate more energy efficient and universally accessible tourism operations	National Strategy for Responsible Tourism provides guidelines for the development and implementation of responsible tourism. Amongst others, the objective of the strategy is to create a national framework for development and implementation of norms and standards i.e. South African National Standard (SANS) 1162 which includes universal accessibility
Purpose/importance	To improve the competitiveness of tourism enterprises through capital incentive programmes (e.g. investment support for energy efficiency and universal access) and non-capital incentives (e.g. market access and tourism grading support) that will facilitate enterprise growth and development and inform job creation and sector transformation	To encourage the implementation of the Responsible Tourism Standard (SANS 1162) and adoption of universal access (UA) in tourism attractions and destinations
Source/collection of data	Tourism enterprises (through applications, beneficiary reports and claims), Consultations with SAT, provincial tourism departments and industry associations as well as reports from implementation partners such as the Tourism Grading Council of South Africa and the Industrial Development Corporation	Collect data from the SANAS (South African National Accreditation System), South African Bureau of Standards (SABS) and SEDA (Small Enterprise Development Agency). Collect information from cities, provincial parks and SANParks

Method of calculation	Simple count	Report on number of tourism businesses taking up incentives for SANS 1162 certification Research report analysing the extent to which a city's tourism facilities and services are universally accessible Research report analysing the extent to which sampled government-owned wildlife parks have adopted UA principles
Data limitations	<ul style="list-style-type: none"> • Delays in the procurement process • Availability of funds to source a service provider • Authenticity of reports submitted • Accuracy of information depends on the quality and correctness of reports 	Cooperation of stakeholders
Type of indicator	Output	Output
Calculation type	N/A	Non-cumulative
Reporting cycle	Quarterly	Annually
New indicator	No	No
Desired performance	Reduced operating costs, increased visitation and higher revenue, enterprise growth and expansion, energy efficiency and universal accessibility and sector transformation	Actual target performance
Indicator responsibility	Chief Director: Tourism Incentive Programme	Director: Responsible Tourism
Indicator title	PPI 7: Number of initiatives for improving visitor services implemented	PPI 8: Number of capacity-building programmes implemented
Short definition	<ul style="list-style-type: none"> • To provide world-class visitor services and become a tourism destination that delivers exceptional visitor experience • 100% of tourists' complaints resolved • Implement awareness programmes in the tourism sector to curb noncompliance with tourist guiding legislations and regulations 	<ul style="list-style-type: none"> • Implementation of the tourism sector skills plan through 40 women trained through University of South Africa (UNISA), an institution of higher learning. In terms of transformation of the tourism sector 20 black women are trained at UNISA institutions of higher learning for Executive Development Programme • NTCE 2018 convened. A platform for sharing information on careers in tourism to learners, creating opportunities for tourism curricula experts to share information with tourism educators, creating job opportunities for unemployed tourism graduates. This is a platform whereby education and training tourism stakeholders, Government, private sector, learners of different levels meet and share information on career options and opportunities • Governance and Institutional Structures for THRD Management and Implementation established • Implement the NYCTP targeting 577 trainees • 300 learners enrolled in the Blue Flag Beach Training Programme • 1200 Tourism Monitors trained in eight provinces

		<ul style="list-style-type: none"> • 500 learners recruited and placed for Food Safety Assurers Programme • 60 learners enrolled in the Resource Efficiency Training Programme • Two tourist guiding skills development programmes developed and implemented: <ul style="list-style-type: none"> » Upskilling of existing tourist guides at WHSs (Mapungubwe and uKhahlamba) » Training of new entrants in adventure guiding
Purpose/importance	<ul style="list-style-type: none"> • To implement initiatives that continuously enhance / improve the visitor experience in South Africa • To refer tourist complaints to appropriate authorities for resolution • To determine the current state of the tourist guiding sector since the promulgation of the Tourism Act, 1993 (as amended). The status of the sector will inform future planning of interventions for tourist guides. 	<ul style="list-style-type: none"> • To promote the transformation of the tourism sector • The main aim of the NTCE is to expose learners to career opportunities and promote tourism as career of choice available in the industry. The platform is also used for securing internship opportunities for tourism students, unearthing talent through debates and competitions as well as encouraging entrepreneurship • Most of the tourism offering of destination RSA is nature-based in rural areas e.g. location of World Heritage Sites. Municipalities and host communities responsible for land and related cultural assets, thus need to be capacitated to play their role in tourism development for those areas which will ensure that they also get to realise the positive impact of tourism in their localities
Source/collection of data	<ul style="list-style-type: none"> • Stakeholder engagements • Signed MoU • NTIGs • Tourism Bill • Inspection reports, incident forms and attendance registers completed during inspections research and consultations • Data is collected directly from complaints lodged by tourists and trends are observed to allow us to concentrate our efforts on problematic areas • Data is collected from attendance registers during the tourist's complaints awareness sessions • Quarterly reports • The information will be collated from the department programmes and projects 	<ul style="list-style-type: none"> • Research-based method leading to findings. CATHSSETA, tourism industry, reports • Databases for learners, educators and industry stakeholders (NTCE) • Needs assessment planning workshop reports, capacity-building workshop records, stakeholder feedback
Method of calculation	<ul style="list-style-type: none"> • Reports • Stakeholder engagements • Signed MoU • Number of workshops to be held • Number of VICs and VIC officials that would have been capacitated • Number of tourists' complaints sessions undertaken 	<ul style="list-style-type: none"> • Single report required • Number of engagements prior and during the event (NTCE) • Actual participation is recorded through attendance registers; discussions are captured for reporting and actioning delegates' feedback also received but is <i>ad hoc</i> at this stage

Data limitations	<ul style="list-style-type: none"> • Lack of report-back from appropriate authorities on how the matters were dealt with or resolved • Cooperation of stakeholders (tour guides and VICs) • Delays in the procurement process • Availability of funds to source a service provider • Authenticity of reports submitted • Accuracy of information depends on the quality and correctness of reports • Only assess data from tourists who submit their complaints to us and miss out on those who decide not to complain 	<ul style="list-style-type: none"> • Unreliable and inaccurate data • Inability to accommodate all learners and sundry (NTCE) • Due to the <i>ad hoc</i> nature of the delegate feedback post workshop, it's difficult to report on impact at an individual level
Type of indicator	Output	Measuring a single output Outcome-driven (NTCE)
Calculation type	Cumulative	Non-cumulative Cumulative (NTCE)
Reporting cycle	Quarterly	Annual
New indicator	No	Existing
Desired performance	Exceptional and improved visitor experience	<ul style="list-style-type: none"> • 40 black women undergo executive development and have the potential to obtain executive positions in the tourism industry • Partnership management strategy will lead to higher desired effect of performance (NTCE) • The programme will foster integrated planning for tourism at a local level, empowering LED managers and communities to work together to cater for tourism development. When tourism managers have been empowered to understand the needs of tourism at their local level they are then enabled to resources better and also limit unintended negative impact on tourism
Indicator responsibility	Chief Director: Visitor Services	Chief Director: TSHRD

ERRATUM: ANNUAL PERFORMANCE PLAN 2018/19

5.2 PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

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

Table 3: Tourism Research, Policy and International Relations' strategic objectives and annual targets (Page 25 on MTEF Table)

Audited/actual performance			Estimated performance	Medium-term targets		
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Strategic outcome-oriented goal: Achieve good corporate and cooperative governance						
Strategic objective 9: To provide knowledge services to inform policy, planning and decision making						
Objective statement: To develop and maintain knowledge management systems and ensure effective monitoring and evaluation of sector programmes						
Five-year Strategic Plan target: Development and implementation of Monitoring and Evaluation Reports developed						
PPI 3: Number of Tourism Monitoring and Evaluation Reports developed						
<ul style="list-style-type: none"> • 2013 State of Tourism Report (STR) developed • 2013/14 National Tourism Sector Strategy (NTSS) Annual Implementation Report developed • Report on the evaluation of the NYCTP developed • Report on tourism sustainability following land settlement developed 	<ul style="list-style-type: none"> • 2014/15 STR developed • Impact evaluation of completed and operational social responsibility implementation (SRI) Project done • 2014/15 NTSS Implementation Report finalised 	2015/16 STR developed	Four reports: <ul style="list-style-type: none"> • 2017/18 STR developed • Two evaluation reports (TIP market access incentive and Food Safety Programme) • 2016/17 NTSS Implementation Report 	Twenty two reports: 2. Draft 2018/19 STR should be replaced with Draft 2017/18 STR	Five reports: <ul style="list-style-type: none"> • Draft 2019/20 STR should be replaced with Draft 2018/19 STR 	Five reports: <ul style="list-style-type: none"> • Draft 2020/21 STR should be replaced with Draft 2019/20 STR

Table 4: Tourism Research, Policy and International Relations' quarterly targets (Page 28 on MTEF Table)

Programme performance indicator	Reporting	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
PPI 3: Number of monitoring and evaluation reports developed	Quarterly	Twenty-two reports:				
		2. Draft <u>2018/19</u> STR should be replaced with Draft <u>2017/18</u> STR	Publish the <u>2017/18</u> STR should be replaced with Publish the <u>2016/17</u> STR	Consultations on the reviewed <u>2018/19</u> STR framework undertaken with Consultations on the reviewed <u>2017/18</u> STR framework undertaken	Data collection for <u>2018/19</u> STR should be replaced with Data collection for <u>2017/18</u> STR	Draft <u>2018/19</u> STR developed should be replaced with Draft <u>2017/18</u> STR developed

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