ANNUAL PERFORMANCE PLAN 2019/2020

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LIST OF ACRONYMS AND ABBREVIATIONS

AGSA	Auditor-General of South Africa		**KZN**	KwaZulu-Natal Province
B-BBEE	Broad-Based Black Economic Empowerment		**LP**	Limpopo Province
CMT	Coastal & Marine Tourism		**MASP**	Market Access Support Programme
DDG	Deputy Director-General		**MICE**	Meetings, Incentives, Conferences and Exhibition
DEA	Department of Environmental Affairs		**MoA**	Memorandum of Agreement
DG	Director-General		**MP**	Mpumalanga Province
DWS	Department of Water and Sanitation		**MTEF**	Medium-Term Expenditure Framework
EC	Eastern Cape Province		**NC**	Northern Cape Province
ED	Enterprise Development		**NDP**	National Development Plan
EIA	Environmental Impact Assessment		**NT**	National Treasury
EPWP	Expanded Public Works Programme		**NTCE**	National Tourism Careers Expo
FS	Free State Province		**NTIMS**	National Tourism Information and Monitoring System
FTE	Full-Time Equivalent		**NTSF**	National Tourism Stakeholder Forum
GDP	Gross Domestic Product		**NTSS**	National Tourism Sector Strategy
GP	Gauteng Province		**NW**	North West Province
GTIP	Green Tourism Incentive Programme		**NYCTP**	National Youth Chefs Training Programme
HRD	Human Resources Development		**PCF**	Provincial Coordinating Forum
HYP	Hospitality Youth Programme		**PFMA**	Public Finance Management Act (Act 1 of 1999, as amended by Act 29 of 1999)

PPI	Programme Performance Indicator	**THRD**	Tourism Human Resource Development
SANParks	South African National Parks	**TIP**	Tourism Incentive Programme
SA Tourism	South African Tourism	**TOR**	Terms of References
SDGs	Sustainable Development Goals	**TTF**	Tourism Transformation Fund
SDIP	Service Delivery Improvement Plan	**UN**	United Nations
SITA	State Information Technology Agency	**UNWTO**	United Nations World Tourism Organization
SKA	Square Kilometres Array	**VIC**	Visitor Information Centre
SMMEs	Small, Medium and Micro Enterprises	**WC**	Western Cape Province
SMS	Senior Management Service	**WHS**	World Heritage Site
SONA	State of the Nation Address	**WiT**	Women in Tourism
STR	State of Tourism Report	**WSP**	Workplace Skills Plan
TEF	Tourism Equity Fund	**WTTC**	World Travel and Tourism Council
TGSP	Tourism Grading Support Programme		

Ms Mmamoloko Kubayi-Ngubane, MP
Minister of Tourism

"Tourism in South Africa has been growing steadily since the onset of democracy growing its share of the global tourism market."

FOREWORD BY THE MINISTER OF TOURISM

More than ten years after the global economic crisis, the South African economy remains fragile with a declining performance in some economic sectors and deteriorating developmental indicators. During these difficult times, the tourism sector remained resilient and maintained a growth trajectory. Tourism is an important economic sector which is essentially private-sector driven and has a significant export component. It generates employment directly and, even more importantly, it has a high multiplier effect, stimulating employment through its supply chain in sectors such as manufacturing and agriculture as well as other service sectors.

Tourism in South Africa has been growing steadily since the onset of democracy growing its share of the global tourism market. To put this in perspective, in 2018, some 1,4 billion tourists travelled internationally, and the industry sustained over 300 million jobs worldwide. For its part, South Africa now receives over 10 million international travellers annually, according to the 2018 Tourism Satellite Report. The sector currently supports over 720 000 direct jobs, and a total 1,5 million jobs directly and indirectly, while contributing R130 billion directly to the economy which amounts to 2.8% of South Africa's Gross Domestic Product (GDP). This makes tourism a vital economic driver of overall labour intensive economic growth given that the tourism sector employment accounts for 4.5% of South Africa's employment.

Given the importance of tourism in the national economy, the role of the government in providing an enabling framework for the industry to thrive cannot be overstated. Our country is endowed with amazing natural attractions. It is the responsibility of government to ensure their preservation,

enhancement and sustainability. Destination enhancement requires government's investment in and upkeep of the nation's tourism assets, product diversification and regional or provincial distribution. To this end, it is important to continue to work with other government departments given the important inputs they provide in value creation Tourism sector.

The sixth administration gives all of us an opportunity to reimagine ways to kickstart the economy and place it on a sustainable growth trajectory. Appropriate investment in the expansion of the tourism economy throughout South Africa; effective and well-co-ordinated marketing strategies; an innovative and efficient visa regime, improved tourist safety initiatives and aggressive domestic tourism promotion constitute ingredients that must be brought together to achieve this.

The sector also plays an important role in stabilizing our economy's Balance of Payment Account. The tourism sector has consistently maintained a stable, positive and significant tourism trade balance with the rest of the world. To sustain this, we will intensify our efforts in ensuring that we make South Africa a preferred destination for foreign tourists (visitors who stay overnight). In this regard, internationally, we will be implementing targeted strategies aimed at growing our current markets and attracting tourists from new markets we have identified.

On the domestic front, we will pay attention to the stimulation of domestic tourism through effective and efficient targeted marketing in order to improve the participation of various demographics of our population. In addition to being the cradle

of humankind, our country comprises great African heritage in the arts, culture and architecture, natural attractions and great variety of wildlife, an endowment which all South Africans should have an opportunity to explore and appreciate. We will work with all stakeholders to unlock opportunities for South Africans of various income levels and ages to make domestic tourism a reality for the many.

This year's Annual Performance Plan specifies actions that will be taken to boost employment creation, enterprise development and promote entrepreneurship opportunities. The plan is designed to contribute to growing a vibrant, inclusive and sustainable tourism economy. Through the Working for Tourism projects we are targeting to create 5350 work opportunities during the 2019/2020 financial year. This translates into a total of 3000 Full Time Equivalent (FTE) jobs.

The Department has made a commitment to direct at least 30% of all EPWP-funded project procurement to SMME. For the sustainability of existing tourism businesses that are part of our support initiative, the department will continue to implement the Tourism Incentive Programme (TIP), focusing on small enterprises. This incentive scheme already assists tourism establishments with various aspects of business development and marketing, including quality assurance (star grading), access to new markets, adoption of responsible business practices such as retrofitting renewable energy resources as well as diversification and enhancement of the product offering at iconic attractions.

The Department will forge ahead in building and strengthening the Women in Tourism Programme. In this regard, we will expand on the programme to ensure that it has a broad focus and expands beyond just those who are engaged in entrepreneurial activities to include all women in tourism. For benchmarking our progress, South Africa will also be participating as a pilot country for the 2nd edition of the United Nations World Tourism (UNWTO) Global Report on Women in Tourism study following the 2010 report.This is a quantitative framework for monitoring the status of women working in tourism across the globe focusing on developing regions.

We will continue to do our best to encourage and guide investment in relevant infrastructure development and maintenance. This will include the implementation of our job summit commitments in partnership with the South African National Parks (SANParks) in restoring the state of tourism infrastructure at various iconic national parks.

From a policy perspective, the Tourism Amendment Bill was recently approved by Cabinet and has been gazetted for public comment. Policy and legal framework are critical for creating certainty and a collaborative platform for all role players in any sector, therefore, it is our intention to ensure that the bill is passed within this financial year.

The importance of working hand in glove with the tourism industry cannot be over-emphasised. It's only working through partnerships that we will achieve our ambitious goals. Let me take this opportunity to extend my sincere gratitude for the support we have received from all our stakeholders in various segments of the tourism private sector; and in non-governmental and community- based organisations. Let me also thank my predecessors for laying a solid foundation on which the sector has stood firm and has sustained a consistent growth trajectory.

I am excited about joining the tourism portfolio, and look forward to working with Deputy Minister Mahlalela, the Director-General, the entire staff and all relevant stakeholders as we work to Grow South Africa together in building the country we want. Let's all join hands to create conditions to achieve the 21 million tourist arrivals by 2030.

Ms Mmamoloko Kubayi-Ngubane, MP
Minister of Tourism

MESSAGE BY THE DEPUTY MINISTER OF TOURISM

Mr Fish Mahlalela, MP
Deputy Minister of Tourism

"Tourism is recognised for its immense potential and its significant contribution to the economy."

Tourism is recognised for its immense potential and its significant contribution to the economy. The recently revised National Tourism Sector Strategy (NTSS) 2016-2026 is a ten year strategic framework that seeks to harness the potential growth and development of Tourism in South Africa and to enhance tourism's contribution to the national development objectives through job creation, inclusive participation, and diversification and competitiveness of the economy. The Department is committed to make domestic tourism fashionable amongst our people by promoting a culture of traveling particularly in the rural areas of our country to demystify the perception that tourism is for the selected few. The National Tourism Sector Strategy focuses on inclusive growth, which should fundamentally be based on domestic and international tourist market growth and expenditure increases. The NTSS largely responds to the broad-based benefits pillar that focuses on transformation, rural tourism development, enterprise development and investment. The NTSS further links the marketing plans to broader development imperatives, including addressing barriers to growth and the building of a transformed and inclusive tourism economy. Transformation must be intensified in all of these pillar areas to strengthen the realisation of broad based benefits from tourism.

While many areas warranting focus and enhancement exists within the tourism economy, the Department will continue to implement prioritised capacity building and skills development programmes that present opportunities for employment and growth in the sector. These include Hosting the National Tourism Careers Expo (NTCE), The Hospitality Youth Training Programme (HYTP) targeting 1 500 unemployed youth, The National Youth Chefs Training Programme in all provinces targeting 560 youth, The Wine Service Training Programme targeting 300 youth, The Food Safety Quality Assurer Programme targeting 1 500 youth, Training of 60 Youth in Energy Resource Efficiency in North West, Northern Cape, Mpumalanga, Conducting Local Government Tourism Peer Learning Network sessions for municipal practitioners in provinces as well as hosting tourism information sharing sessions on departmental programmes and services in provinces.

As part of its plan to transform the tourism sector and provide developmental support to tourism enterprise, the Department will expand the Enterprise Development and Transformation Programme (EDTP). Through this programme, the Department will facilitate the transformation sector by making it inclusive and accessible to the new entrants, especially business owned and managed by woman and youth. It supports the growth of tourism enterprises in a manner that promotes inclusive participation and job creation that contributes to the competitiveness of tourism destinations. The Department will continue to collaborate with the Department of Small Business Development, National Empowerment Fund, Industrial Development Corporation and various banks to ensure a link with SMME to institutions aimed at providing resources for new entrants.

In addition to continued support to four existing incubators in Pilanesburg, Manyeleti, Phalaborwa and Mier, two new incubators, i.e. the Tour Operators Incubator and the Innovation Incubator are planned for development. These will be offsite platforms (with the aim of making them virtual overtime) aimed at facilitating the provision of remote business support interventions to SMME's in the sector.

The Department will pilot the Barista Training and Incubator Programme in Gauteng, Kwa Zulu Natal and Western Cape provinces in partnership with youth from previously marginalised backgrounds within the coffee value chain.

Tourism infrastructure is the key basis of tourism development and utilization of existing destinations resources. It remains the primary objective of the Department to improve the quality of tourism infrastructure and offerings at heritage sites to enhance the tourist experience and stimulate economic development through repeat visits. The Department will continue to work with relevant institutions to address poor and inadequate interpretive signage; improve access to visitor information; assist with controlling and directing visitor movements; improve the safety of visitors and enhance the quality of product offerings.

The Department aims to develop and enhance key tourism attractions in order to improve the diversified product offerings that will enhance visitor experiences, customer satisfaction and will inspire repeat visitation and therefore contribute towards economic growth and job creation.

The creation of tourism products is very key in growing and expanding the tourism industry. The Department as its key strategic focus, will continue to increase opportunities for new entrants to the tourism market through

the improvement of tourism infrastructure and making attractions enablers of growth and tourism experiences.in order to increase demands for our products, we shall improve our tourist attractions by increasing with universal accessibility and providing authentic and diverse experience.

In order to achieve its mandate, the Department collaborates with the portfolios responsible for Sports, Arts & Culture, Environmental Affairs, Home Affairs, Police and Transport, Provincial Governments, Management Authorities of State-owned tourism attractions as well as communities that live in the surrounds of the tourism attractions.

The Domestic Tourism Scheme will be implemented to stimulate domestic tourism. The scheme is aimed at addressing the gaps identified in the reviewed Domestic Tourism Growth Strategy, which, amongst others includes access, affordability, seasonality and an uneven geographical spread of tourism. Through this initiative, the Department also looks to encourage a culture of travel amongst South Africans.

As I look forward to working with the tourism stakeholders, I acknowledge the contribution of the management, and the staff in the formulation of this plan and am looking forward to working with the Minister in charting the way for the next medium term priority interventions towards our 2030 aspirations.

Mr Fish Mahlalela, MP
Deputy Minister of Tourism

STATEMENT BY THE ACCOUNTING OFFICER

Mr Victor Tharage
Director-General

"A whole of government approach to tourism development is a necessary factor to achieve our tourism aspirations as a country."

The financial year 2019/20 is the last year of implementation of the 2014-2019 Medium-Term Strategic Framework (MTSF). In this final stretch, the department will be finalising implementation of initiatives selected to drive the achievement of the fifth Administration mandate, as we gear ourselves towards embracing the new MTSF commitments as they relate to tourism. Some of the work we are finalising this year will serve us in good stead to spring onto the sixth Administration strategic priorities to grow tourism with the aim to achieve 21 million arrivals by 2030.

The work that lies ahead will be carried out in the context of the fiscally constraint environment. The department will continue to find creative ways to do more with less, and give expression to the aspirations of our strategic plan. In finalising this plan, the focus was on high impact projects that contribute to inclusive growth of tourism. We highlighted the need for integration and working collaboratively with partners to accelerate implementation. As such, strategic partnerships remain critical to our strategy to deliver our services. A whole of government approach to tourism development is a necessary factor to achieve our tourism aspirations as a country.

Keeping abreast of the developments and trends in the global tourism economy as well as in the sector domestically, are essential enablers to allowing the agility to manage any potential risks and realise benefit from opportunities that present themselves. In a constantly changing environment, a good understanding of tourism within the macro and intermediate environment is required in order to find better ways of implementing our plans.

The colleagues, "team tourism", are the engine that enables performance of this organisation. We will continue to promote a high performance culture, recognising talent and effort, and ensure continuous development opportunities to strive for excellence and pride in serving our country. We value integrity, innovation and accountability in the manner that we provide our services. We will continue to focus on maintaining a culture of clean administration and enabling oversight by relevant authorities through proper accounting procedures.

In the manner that we implement our plans, we will strive to broaden access to our services, through targeted communication and outreach. We will support government's efforts on economic transformation and expanding economic participation through our supply chain management strategy.

I appreciate the contribution of all our partners and the whole "team tourism" in the department in devising this plan. I look forward to the leadership of Minister Kubayi-Ngubane and Deputy Minister Mahlalela as we set our sights on the 2030 goals.

Mr Victor Tharage
Director-General

OFFICIAL SIGN-OFF
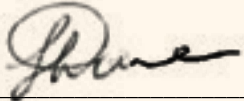
It is hereby certified that this Annual Performance Plan:

• was developed by the management of the Department of Tourism under the guidance of the Minister;
• 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 2019/20.
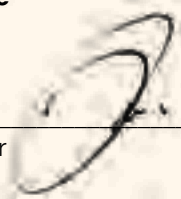
Mr Ralph Ackermann

Signature: _____
Chief Financial Officer

Mr Victor Tharage

Signature: _____
Accounting Officer
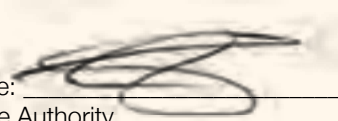
Ms Lulama Duma

Signature: _____
Deputy Director-General: Corporate Management

Approved by:
Ms Mmamoloko Kubayi-Ngubane, MP

Signature: _____
Executive Authority

Kruger National Park,
A White Rhinoceros calf (Ceratotherium simum simum)
Photo Credit: Adobe Stock

PART A: STRATEGIC OVERVIEW

1. Performance environment

The tourism performance environment is impacted upon by megatrends affecting tourism including evolving visitor demands, the advancement of enabling technologies and travel mobility factors such as travel facilitation policies, transport and access infrastructure, airlift and safety and security concerns. An awareness of these trends is reflected in the selected areas of focus of the department's Plan as well as the overarching strategy, and the NTSS. In respect of visitor demand, for example, the emergence of the Asia region as the main source market globally has influenced ease of access initiatives to be pursued. Responses to emerging developments, be they technological or otherwise, must continually be advanced, including focussing on environmental scanning to anticipate new trends and developments and react appropriately.

The momentum created by the launch of Single African Air Transport Market initiative in 2018 provides opportunities for increased air connectivity with the rest of the continent, which will facilitate arrivals from key growth markets in Africa. Domestically, constraints in the local economy pose a major challenge for domestic tourism performance, which remains sub-optimal. Focus areas within Programmes three and four of this Plan respond to the need to stimulate the domestic market.

The performance environment is characterised by increased recognition of the value of tourism by government, particularly for creation of jobs in the economy. Most recently, the sector has been identified as a key sector to stimulate the country's economic recovery as part of the 2018 economic stimulus package. This lays a basis for an enhanced whole-of-government approach to tourism and an associated opportunity for the department to develop its collaboration capacity towards cultivating functional relationships with departments with policy mandates impacting tourism.

The tourism sector continues to have great potential for economic development and job creation globally, regionally and within South Africa. In South Africa, the Tourism sector continues to support more direct jobs year on year, with the total number of direct jobs increasing from 657 766 (4,4% of total employment) in 2013 to an estimated 722 013 (4,5% of total employment) in 2017. The sector also continues to increase its contribution to the country's GDP. The direct contribution of tourism to GDP in the country went up from R 103,3 billion (2,9% of total GDP) in 2013 to about R130,3 billion (2,8% of GDP) in 2017 .

Inbound tourism has performed well with tourist arrivals growing from about 8.6 million in 2012 to 10,5 million in 2018. Tourist arrivals continue to grow year on year, increasing by 1,8% in 2018 compared to 2017. Arrivals from Africa continue to be the main source of tourists to South Africa, with Zimbabwe, Lesotho and Mozambique remaining the main source market-from the continent. Main source markets from overseas are the UK, USA and Germany. China is also one of the top ten source markets of tourist arrivals from overseas and the main source market from the Asia region . However, based on China being the largest outbound market globally, South Africa can and should do more to increase its share of the market.

Domestic tourism is an important element of tourism within any country. According to the Tourism Satellite Account domestic tourism contributes more to internal tourism expenditure than inbound tourism. Domestic tourism also contributes significantly to the creation of direct jobs through tourism activities by South Africans. According to South African Tourism, total domestic tourism trips increased from 17,2 million in 2017 to 17,7 million in 2018, resulting in a growth of about 2.9% .

2. Organisational environment

The department has institutionalised mechanisms and capacity necessary to promote good governance in conducting its business. These include internal control mechanisms, combined with assurance procedures, promoting good ethical conduct necessary to combat and prevent fraud and corruption, implementing risk management, proper delegation of authority, proper management of information, communication, technology and other mechanisms required to entrench good governance.

There are significant constraints to the fiscal framework. The policy position of government to contain the public service wage, has implications for the human resource capacity and

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[1]Statistics South Africa. 2018. Tourism Satellite Account for South Africa, final 2015 and provisional 2016 and 2017 – Economic Analysis, p.2
[2]Statistics South Africa. 2018. Tourism and migration. December. p. 8.
[3]SA Tourism. 2017. South African tourism annual report 2017/2018. p.47

vacancy management by the department. This requires the department to explore all possibilities for creating adequate capacity to implement its programmes and to introduce efficiency and effectiveness improvements.

Capacity and planning for procurement, and its impact on organisational performance remains a matter that requires constant monitoring. This requires an analysis of the procurement administration system to guide choice and implementation of the necessary interventions which include managing risks related to non-performing, unethical businesses, contract management and continuous supply chain management capacity development for all functionaries.

The department has undertaken an assessment of the projects implemented within its infrastructure programme.The most significant finding of the assessment of projects implemented over the past years was that many of the projects did not meet objectives in terms of cost, time and quality. It recommended the establishment of a Project Management Office (PMO) with built environment and tourism operations and development expertise to address risks associated with infrastructure projects in the future and to improve project implementation. The Department has also aligned its processes to the National Treasury Standard for Infrastructure Procurement and Delivery Management (SIPDM) to ensure value for money.

3. Revision of legislative and other mandates

The department is currently processing the Tourism Amendment Bill which seeks to amend the Tourism Act, 2014, so as to provide for:

- Regulation of short term home rental, through the determination of thresholds for short-term home rental and/or letting;
- the renaming of the South African Tourism Board as South African Tourism;
- additional competence requirements of tourists guides;
- the regulation of safety in relation to tourist guiding and the improvement for the tourist guiding experience.

4. Overview of 2018/19 budget and MTEF estimates

4.1.   Expenditure estimates

Summary	2015/18 Audited outcome	2016/18 Audited outcome	2017/18 Audited outcome	2018/19 Revised Estimate	2019/20 Revised Baseline	2020/21 Revised Baseline	2020/22 Revised Baseline
Programmes							
Administration	222 806	227 079	241 878	271 415	291 494	304 428	323 073
Tourism Research, Policy and International Relations	1 034 435	1 102 815	1 196 743	1 281 995	1 331 053	1 405 460	1 479 755
Destination Development	277 337	400 305	433 529	401 754	463 297	495 728	529 980
Tourism Sector Support Services	242 816	189 447	261 826	306 653	306 826	330 547	315 710
Total for Programmes	**1 777 394**	**1 919 646**	**2 133 976**	**2 261 817**	**2 392 670**	**2 536 163**	**2 648 518**
Economic classification							
Current payments	**452 618**	**584 672**	**591 098**	**556 480**	**693 555**	**741 119**	**791 432**
Compensation of employees	252 906	266 118	296 240	310 353	334 372	360 271	383 696
Goods and services	199 712	318 554	294 858	246 127	359 183	380 848	407 736
Of which:							
Computer services	19 109	18 251	11 705	25 453	20 296	21 400	22 856
Consultants: Business and advisory services	19 490	20 799	22 934	65 793	8 015	8 452	8 611
Operating leases	34 390	33 874	35 738	33 515	37 758	39 810	41 958
Travel and subsistence	33 062	32 293	43 121	41 177	84 887	91 560	98 594
Transfers and subsidies	**1 230 784**	**1 169 672**	**1 320 143**	**1 481 241**	**1 554 475**	**1 645 842**	**1 699 803**
Departmental agencies and accounts	1 045 570	1 040 012	1 174 097	1 232 475	1 258 033	1 327 545	1 397 118
Foreign governments and international organisations	5 810	6 368	6 394	2 508	2 194	2 313	2 438
Public corporations and private enterprises	72 915	75 312	47 966	160 934	169 932	183 584	160 623
Non-profit institutions	24 200	200	560	472	413	435	458
Households	82 289	47 780	91 126	84 852	123 903	131 965	139 166
Payments for capital assets	**93 413**	**164 530**	**222 616**	**224 096**	**144 640**	**149 202**	**157 283**
Buildings and other fixed structures	87 160	158 988	214 526	218 594	133 333	143 283	151 045
Machinery and equipment	6 211	5 350	6 649	5 297	10 633	5 208	5 489
Software and other intangible assets	42	192	1 441	205	674	711	749
Payments for financial assets	579	772	119	-	-	-	-
Total economic classification	**1 777 394**	**1 919 646**	**2 133 976**	**2 261 817**	**2 392 670**	**2 536 163**	**2 648 518**

4.2. Expenditure trends in relation to strategic outcome-oriented goals

The department's budget allocation for 2019/20 is R2,393 billion of which R334,372 million is allocated for Compensation of Employees, R359,183 million for Goods and Services, R1,554 billion for Transfers and Subsidies and R144,640 million for the payment of Capital Assets.

National Treasury has imposed a ceiling on Compensation of Employees over the MTEF period. The ceiling amounts are R334,372 million, R360,271 million and R383,695 million for 2019/20, 2020/21 and 2021/22 respectively. This requires the department to review its staff establishment to stay within the ceiling amounts. To this end the department has reduced its personnel from 488 in 2017/18 to the current 472. The department will continue to pursue measures to remain within the ceilings set by National Treasury. Operational expenditure, including Compensation of Employees, accounts for an estimated 29,4% of the department's budget over the MTEF period.

The department has received baseline increases of R21,2 million, R22,3 million and R23,5 million for 2019/20, 2020/21 and 2021/22 respectively for the Expanded Public Works Programme Incentives. The increase is within the Programme 3: Destination Development.

There were specific baseline reductions of R15,4 million, R11,5 million and R6.3 million in 2019/20, 2020/21 and 2021/22 respectively for the Tourism Incentive Programme within the Programme 4: Tourism Sector Support Services. There were also baseline reductions of R17,4 million, R17,2 million and R20,2 million in 2019/20, 2020/21 and 2021/22 respectively in the allocation for South African Tourism (SA Tourism) which is within the Programme 2: Tourism Research, Policy and International Relations.

The National Development Plan (NDP) recognises tourism as one of the main drivers of employment and economic growth, and envisages the promotion of South Africa as a tourist and business events destination. The key programmes of the department aim to achieve these NDP objectives and are aligned to Outcome 4 of the 2014-2019 Medium-Term Strategic Framework (decent employment through inclusive growth).

The department has undertaken destination planning work in 2017/18 and in 2018/19. The destination planning manual is a tool that provides guidance in respect of tourism destination planning, particularly for local and district municipal officials working on municipal planning and local economic development (including tourism-specific officials) to assist with a better understanding of tourism and how it can be integrated into the planning for the municipality. The Coastal and Marine Tourism (CMT) plan has identified six thematic initiatives for the six nodes along the coast for development in order to grow the sustainable coastal and marine tourism destination in South Africa. The assessment of the Indi-Atlantic Route has been finalised. It identified supply side opportunities for Indi-Atlantic Route in order to close the gap between supply and demand. These three key initiatives (destination planning manual, CMT and Indi-Atlantic Route assessment) provide the department with a wealth of information and evidence to guide investment for destination development in this medium-term. The identified investment opportunities will be implemented progressively with the department coordinating various role players to stimulate integration and partnerships required to achieve the destination enhancement objectives for prioritised nodal areas. In addition, the 2018 Job Summit has prioritised maintenance of tourism infrastructure particularly at National Parks. The Tourism Maintenance Programme will be implemented in collaboration with various Parks authorities starting with SANParks to improve visitor experience, create jobs and increase visitor numbers.

The department will implement five incentives annually under the Tourism Incentive Programme (market access, tourism grading, energy efficiency, sector transformation and tourism equity fund) over the medium-term. These are meant to:

- facilitate enterprise growth and expansion to stimulate job creation and sector transformation;
- facilitate conformity to quality standards through wider participation in the Tourism Grading System;
- unlock investment in viable tourism projects by black investors by reducing the

funding gap with grant funding;
- incentivise enterprises to improve energy efficiency in line with responsible tourism principles;
- stimulate local industrialisation; and
- support for green economy through job creation and enterprise development.

Over the medium-term 7,6% (R576,9 million of R7,6 billion) of the department's total budget is allocated to the Tourism Incentive sub-programme.

The department will expand the Enterprise Development and Transformation Programme to transform the tourism sector and provide developmental support to tourism enterprises over the medium-term. The programme forms part of the key strategy for introducing new players to the tourism economy and achieve the transformation objectives. It supports the growth of tourism enterprises in a manner that facilitates inclusive participation, job creation and contributes to the competitiveness of tourism destinations. As part of the Programme, a total of 10 Incubators will be implemented over the MTEF period. These are virtual platforms aimed at facilitating the provision of remote business support interventions to SMME's in the sector. Over the medium-term 2,2% (R168,4 million of R7.6 billion) of the department's total budget is allocated to the Enterprise Development and Transformation sub-programme which is within Programme 4: Tourism Sector Support Services.

The Working for Tourism Programme will be implemented through EPWP funding, which focuses on job creation linked to the development of tourism infrastructure and skills. Over the medium term, 15,4% (R1,2 billion of R7,6 billion) of the department's total budget is allocated to the Working for Tourism sub-programme through the EPWP which includes the additional funding approved by Cabinet amounting to R67 million over the MTEF period. This sub-programme is within Programme 3: Destination Development. An estimated 12 993 full-time equivalent jobs are expected to be created through EPWP over the medium term by 2021/22. The FTE targets are subject to EPWP baseline and incentive budget allocation and the allocation of sector targets by the Department of Public Works.

Marketing is central to the objectives of promoting tourist arrivals to South Africa as well as stimulating domestic tourism. SA Tourism, an entity of the department of Tourism, serves to market the country as a tourist destination of choice, and is set to receive a transfer of 52,4% (R4 billion) of the total appropriated budget over the MTEF period. SA Tourism has been actively implementing its 5-in-5 Strategy since the beginning of 2017 to attain the target of five million more tourist trips in 5 years. In this implementation process, each market is matched with specific products across the provinces, which allows for targeted promotions that assist with geographic spread. Furthermore, market insights and analytics are also used to inform the department's efforts in the development of destination South Africa. Domestic tourism is prioritised within the 5-in-5 Strategy. SA Tourism will also focus on promoting Meetings, Incentives, Conferences and Exhibition (MICE) through the National Conventions Bureau as well as quality assurance through the Tourism Grading Council of South Africa.

Cape of Good Hope,
Tourist having a view of the sea from the rocks.
Photo credit: Adobe stock

PART B: PROGRAMMES AND SUBPROGRAMMES

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

5.1. **Program 1:** Administration (Corporate Management)

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

Table 1: Corporate Management strategic objectives and annual targets

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
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 achieve clean administration through proper financial and performance management, as well as compliance with applicable laws and regulations						
Five-year Strategic Plan target: Unqualified audit opinion regarding financial and non-financial performance information						
PPI 1: Audit outcome on financial and non-financial performance						
Unqualified audit report for the 2015/16 financial year	Unqualified audit report for the 2016/17 financial year	Unqualified audit report for the 2017/18 financial year with matters	-	Unqualified audit on financial and non-financial performance	Unqualified audit on financial and non-financial performance	Unqualified audit on financial and non-financial performance
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 2016 was at 5.75%	Vacancy rate as at 31 March 2017 was at 6.6%	Vacancy rate as at 31 March 2018 was at 6.2%	Vacancy rate not to exceed 8%	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded established
PPI 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan						
Minimum of 49% women representation in SMS and 5% representation for	Women representation in SMS was maintained at 50.7% as at 31 March 2017	Women representation at SMS level was maintained at 49.3% as at 31 March 2018	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/2022**
people with disabilities maintained	People with disabilities representation was maintained at 4.6% as at 31 March 2017	Representation of people with disabilities was maintained at 4.7% as at 31 March 2018	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation
	Black representation was maintained at 95.2% as at 31 March 2017	Black representation was maintained at 95.3% as at 31 March 2018	Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation
PPI 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions						
100% of WSP was implemented	100% of WSP was implemented	100% of WSP was implemented	Development and 100% implementation of WSP	Development and 100% implementation of WSP	Development and 100% implementation of WSP	Development and 100% implemtation of WSP
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 5: Percentage implementation of the annual internal audit plan						
100% of the annual internal audit plan was implemented	100% of the annual internal audit plan was implemented	100% of the annual internal audit plan was implemented	100% of the annual internal audit plan was implemented	100% of the annual internal audit plan was implemented	100% of the annual internal audit plan was implemented	100% of the annual internal audit plan was implemented
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities **Objective statement:** To implement a communication strategy that creates awareness about and enables access to departmental programmes						
Five-year Strategic Plan target: Increase awareness of tourism programmes and promote the departmental brand						
PPI 6: Percentage implementation of the communication strategy						
100% of the department's communication strategy was implemented	100% of the department's communication strategy was implemented	100% of the department's communication strategy was implemented	100% of the department's communication strategy was implemented	Implement 2019/20 communications strategy targets as indicated in Annexure B (page 74)	Implement 2020/21 communications strategy targets as indicated in the Implementation Plan	Implement 2021/22 communications strategy targets as indicated in the Implementation Plan

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/2022**
Strategic objective 4: To contribute to economic transformation in South Africa **Objective statement:** To align departmental expenditure to contribute to the government's economic transformation agenda						
Five-year Strategic Plan target: • 100% expenditure on B-BBEE compliant enterprises • 30% expenditure on SMMEs						
PPI 7: Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs						
100% expenditure on procurement from enterprises on B-BBEE contributor status levels 1 to 8 was achieved	100% procurement from B-BBEE-compliant businesses was achieved	100% procurement from B-BBEE-compliant businesses was achieved	100% of expenditure achieved on procurement from 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[4]	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5
-	-	-	-	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs

[4]This departmental target excludes procurement that is part of collaboration with Public Entities and/or prescribed services sourced from them (e.g. Research work with Public Universities, information technology services from SITA etc.).

Table 2: Corporate Management quarterly targets

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
PPI 1: Audit outcome on financial and non-financial performance	Annually	Unqualified audit on financial and non-financial performance	Financial statements and non-financial information submitted to AGSA and NT	-	• Implementation plan developed as per AGSA outcomes • Review of internal control measures	-
PPI 2: Vacancy rate	Quarterly	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment	Vacancy rate not to exceed 10% of the funded establishment
PPI 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan	Quarterly	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level	Maintain minimum of 50% women representation at SMS level
		Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation	Maintain minimum of 3% people with disabilities representation
		Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation	Maintain minimum of 91.5% Black representation
PPI 4: Percentage implementation of Work Place Skills Plan (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 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	30% implementation of the annual internal audit plan	10% implementation of the annual internal audit plan
PPI 6: Percentage implementation of the communication strategy	Quarterly	Implement 2019/20 communications strategy targets as ithe implementation plan	100% implementation of the quarter one requirements of the annual implementation plan of the department's	100% implementation of the quarter two requirements of the annual implementation plan of the department's	100% implementation of the quarter three requirements of the annual implementation plan of the department's communication strategy	100% implementation of the quarter four requirements of the annual implementation plan of the

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
			communication strategy	communication strategy		department's communication strategy
PPI 7: Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs	Quarterly	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5[5]	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5	100% of expenditure achieved on procurement from enterprises on B-BBEE contributor status levels 1 to 5
		Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs

[5]This departmental target excludes procurement that is part of collaboration with Public Entities and/or prescribed services sourced from them (e.g. Research work with Public Universities, information technology services from SITA etc.).

5.1.1. Expenditure estimates

Administration	2015/18 Audited outcome R'000	2016/18 Audited outcome R'000	2017/18 Audited outcome R'000	2018/19 Revised Estimate R'000	2019/20 Revised Baseline R'000	2020/21 Revised Baseline R'000	2020/22 Revised Baseline R'000
Ministry	26032	26 823	25 827	23 603	26 406	28 109	29 792
Management	13 375	17 129	2 965	2 665	3 342	3 576	3 801
Corporate Management	120 772	120 537	142 164	172 662	180 675	186 741	198 225
Financial Management	25 350	25 635	32 306	34 955	40 089	42 793	45 713
Office Accommodation	37 277	36 955	38 616	37 530	40 982	43 209	45 542
Total	**222 806**	**227 079**	**241 878**	**271 415**	**291 494**	**304 428**	**323 073**
Economic classification							
Current payments	216 818	221 804	235 490	266 327	280 948	299 305	317 675
Compensation of employees	119 313	125 793	137 477	147 936	151 010	162 313	173 290
Goods and services	97 505	96 011	98 013	118 391	129 938	136 992	144 385
of which:							
Audit costs: External Communication	4 985	5 237	6 086	6 019	7 955	8 387	8 840
Communication (G&S)	3 920	3 831	3 987	4 612	6 851	7 224	7 612
Computer services	18 223	14 717	9 855	22 264	19 700	20 771	22 194
Contractors	2 799	4 225	3 261	4 195	6 518	6 873	7 243
Operating leases	34 390	33 874	35 738	33 265	37 758	39 810	41 958
Travel and subsistence	13 355	12 012	14 631	15 537	19 467	20 524	21 632
Transfers and subsidies	**2 240**	**1 231**	**1 960**	**179**	**157**	**172**	**181**
Departmental agencies and accounts	176	185	197	179	157	172	181
Households	2 064	1 046	1 763	-	-	-	-
Payments for capital assets	**3 608**	**3 592**	**4 401**	**4 909**	**10 389**	**4 951**	**5 217**
Buildings and other fixed structures	-	-	-	650	-	-	-
Machinery and equipment	3 566	3 400	3 042	4 064	9 715	4 240	4 468
Software and other intangible assets	42	192	1 359	195	674	711	749
Payments for financial assets	140	452	27	-	-	-	-
Total	**222 806**	**227 079**	**241 878**	**271 415**	**291 494**	**304 428**	**323 073**

5.1.2.   Expenditure trends in relation 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, Communications, Legal Services, Strategy and Systems, and Internal Audit. The amount of R291,579 million budgeted for Programme 1: Administration is 12,2% of the total departmental budget for the 2019/20. Of this amount, R151,010 million (51,8%) is for Compensation of Employees.

The amount allocated for Office Accommodation for 2019/20 financial year is R40,982 million. This is for the payment of the lease for the department's Head Office to the Department of Public Works. Goods and services budget allocation include contractual commitments for computer services as well as audit payments to the Office of the Auditor-General South Africa.

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		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth						
Strategic objective 3: To create an enabling legislative and regulatory environment for tourism development and growth **Objective statement:** To develop a policy framework in order to ensure that South Africa's network of SA Missions abroad is fully utilised to enhance South Africa's tourism promotion and facilitation presence globally						
Five-year Strategic Plan target: Development of a Policy Framework to enhance SA's tourism promotion globally through utilisation of SA Missions						
PPI 1: Development of Policy framework to support SA Missions for tourism development and promotion						
-	-	-	-	Policy framework for the SA Missions' tourism promotion and facilitation support developed	Phase one of the policy framework for the SA Mission tourism promotion and facilitation support implemented	Phase two of the policy framework for the SA Mission tourism promotion and facilitation support implemented
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 of Monitoring and Evaluation reports to inform planning and decision making						
PPI 2: Number of monitoring and evaluation reports on tourism projects and initiatives developed						
The NTSS was reviewed	-	2016/17 NTSS implementation report was developed	2017/18 NTSS Implementation Report developed	**Seven monitoring reports developed, namely:** 1. 2018/19 NTSS Implementation Report developed	**Seven monitoring reports developed, namely:** 1. 2019/20 NTSS Implementation Report developed	**Seven monitoring reports developed, namely:** 1. 2020/21 NTSS Implementation Report developed

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
2014/15 State of Tourism Report (STR) was developed	2015 State of Tourism Report (STR) was developed	2016 STR was developed	Draft 2017/18 STR	2. 2017/18 STR published	2. 2018/19 STR published	2. 2019/20 STR published
				3. Draft 2018/19 STR	3. Draft 2019/20 STR	3. Draft 2020/21 STR
-	-	-	-	4. Four Tourism Performance Reports developed (Quarterly)	4. Four Tourism Performance Reports developed (Quarterly	4. Four Tourism Performance Report developed (Quarterly)
-	-	-	Impact evaluation report on departmental capacity building programmes commenced	One Impact evaluation report on departmental capacity building programme developed	One Impact Evaluation report developed	One Impact Evaluation report developed
PPI 3: Number of sub-systems developed and maintained for the National Tourism Information and Monitoring System						
-	Additional functionalities for the tourism B-BBEE portal were developed for black-owned enterprises, to accelerate SMMEs' empowerment in the tourism sector (to facilitate matchmaking and monitor compliance with the amended tourism B-BBEE sector code)	-	Development of database of black-owned products and services	**Two sub-systems developed:** 1. Database of black-owned products and services developed (Go Live)	**Two sub-systems maintained:** 1. Database of black-owned products and services maintained	**Two sub-systems maintained:** 1. Database of black-owned products and services maintained
-		-	-	2. Development of the Enterprise Development and Transformation Portal	2. Maintenance of the Enterprise Development and Transformation Portal	2. Maintenance of the Enterprise Development and Transformation Portal
PPI 4: Number of information dissemination platforms hosted						
-	-	**One Information dissemination platform hosted:** • Tourism Research Seminar hosted	**One Information dissemination platform hosted:** • Tourism Research Seminar hosted	**One information dissemination platform:** • Tourism research seminar hosted	**One information dissemination platform:** • Tourism research seminar hosted	**One information dissemination platform:** • Tourism research seminar hosted

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
PPI 5: Number of initiatives conducted to promote innovation in the tourism sector						
-	-	-	-	**One initiative conducted to promote digitalisation in the tourism sector:** • Digitalisation Framework for the tourism sector developed	**One initiative conducted to promote digitalisation in the tourism sector:** • Report on the implementation of the Digitalisation Framework for the tourism sector	**One initiative conducted to promote digitalisation in the tourism sector:** • Report on the implementation of the Digitalisation Framework for the tourism sector
Strategic objective 11: To enhance regional tourism integration **Objective statement:** To implement programmes aimed at strengthening regional cooperation for sustainable tourism growth and development						
Five-year Target: Increased regional and continental tourism cooperation						
PPI 6: Number of initiatives facilitated for regional integration						
-	-	Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements was hosted	Sharing of Best Practices Workshop targeted at African countries with whom SA signed tourism agreements hosted	**Two initiatives facilitated for regional integration:** 1. Host a Best Practices Workshop targeting African countries with whom bilateral agreements were signed	**Two initiatives facilitated for regional integration:** 1. Host a Best Practices Workshop targeting African countries with whom bilateral agreements were signed	**Two initiatives facilitated for regional integration:** 1. Host a Best Practices Workshop targeting African countries with whom bilateral agreements were signed
-	-	-	-	2. Implementation of signed bilateral agreements and bilateral engagements	2. Implementation of signed bilateral agreements and bilateral engagements	2. Implementation of signed bilateral agreements and bilateral engagements

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

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
PPI 1: Development of Policy Framework to support SA Missions for tourism development and promotion	Quarterly	Policy Framework for the SA Missions tourism promotion and facilitation support developed	Draft Policy framework for the SA Missions' tourism promotion and facilitation support developed	Consultation on draft Policy framework for the SA Missions' tourism promotion and facilitation support commenced	Consultation on draft Policy framework for the SA Missions' tourism promotion and facilitation support finalised	Policy framework for the SA Missions' tourism promotion and facilitation support developed
PPI 2: Number of monitoring and evaluation reports on tourism projects and initiatives developed	Quarterly	**Seven monitoring reports developed:**				
		1. 2018/19 NTSS Implementation Report developed	Development of the 2018/19 NTSS Implementation Report Framework	Data collection and drafting of the NTSS Implementation Report initiated	Consultation on the Draft NTSS Implementation Report	2018/19 National Tourism Sector Strategy Implementation Report finalised
		2. 2017/18 STR published	Update the draft 2017/18 STR	Publish 2017/18 STR	-	-
		3. Draft 2018/19 STR developed	Consultation on the reviewed 2018/19 STR Framework undertaken	Data collection for 2018/19 STR commenced	Data collection for the 2018/19 STR continued	Draft 2018/19 STR developed
		4. Four Tourism Performance Reports developed (Quarterly)	• Framework for the Tourism Performance Reports reviewed • Quarterly Tourism Performance Report developed	Quarterly Tourism Performance Report developed	Quarterly Tourism Performance Report developed	Quarterly Tourism Performance Report developed
		One Impact evaluation report on departmental capacity building programme developed	Progress report on data collection developed	Progress report on data collection developed	Draft impact evaluation report reviewed	Final impact evaluation report developed
PPI 3: Number of sub-systems developed and maintained for the National Tourism Information and Monitoring System (NTIMS)	Quarterly	**Two sub-systems developed:**				
		1. Database of black-owned products and services implemented (Go Live)	Data quality assurance of the black-owned products and services conducted	Data verified and imported into the database	Data verification continued and imported into the database	Database of black-owned products and services implemented (Go Live)

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		2. Development of the Enterprise Development and Transformation Portal	Terms of Reference for Enterprise Development and Transformation Portal finalised	Development of Enterprise Development and Transformation Portal commenced	Development of Enterprise Development and Transformation Portal finalised	Enterprise Development and Transformation Portal implemented ("Go Live")
PPI 4: Number of Information dissemination platforms hosted	Quarterly	**One Information dissemination platform:**				
		Tourism research seminar hosted	Report on the 2018/19 Tourism Research Seminar developed	• Concept document on the 2019/20 Tourism Research Seminar developed • Implementation plan for the 2019/20 Tourism Research Seminar developed	2019/20 Tourism Research Seminar plan implemented	The 2019/20 Tourism Research Seminar hosted
PPI 5: Number of initiatives conducted to promote innovation in the tourism sector	Quarterly	One initiative conducted to promote digitalisation in the tourism sector: • Digitalisation Framework for the tourism sector developed	Environmental scan on Digitalisation conducted	Proposal on the Digitalisation framework developed	Draft Digitalisation Framework developed	Digitalisation Framework for the tourism sector developed
PPI 6: Number of initiatives facilitated for regional integration	Quarterly	**Two initiatives facilitated for regional integration:**				
		1. Best Practices Workshop targeting African countries and countries with whom Agreements were signed hosted	Draft Concept document and project implementation plan for the Best Practices Workshop developed	Stakeholder engagement in preparation for the Best Practices Workshop conducted	Concept document and project implementation plan for the Best Practices Workshop finalised	Sharing of Best Practices Workshop hosted
		2. Implementation of signed bilateral agreements and bilateral engagements	Quarterly report on the implementation of prioritised areas in the bilateral agreements developed	Quarterly report on the implementation of prioritised areas in the bilateral agreements developed	Quarterly report on the implementation of prioritised areas in the bilateral agreements developed	Report on the implementation of prioritised areas in the signed bilateral agreements developed

5.2.1. Expenditure estimates

Tourism Research, Policy and International Relations	2015/18 Audited outcome R'000	2016/18 Audited outcome R'000	2017/18 Audited outcome R'000	2018/19 Revised Estimate R'000	2019/20 Revised Baseline R'000	2020/21 Revised Baseline R'000	2020/22 Revised Baseline R'000
Tourism Research, Policy and International Relations Management	2 667	6 579	5 557	8 655	10 639	11 360	11 714
Research and Knowledge Management	27 216	31 231	27 725	26 298	28 101	29 961	31 906
Policy Planning and Strategy	11 567	19 093	10 893	11 709	12 868	13 747	14 665
South African Tourism	977 712	1 024 847	1 129 288	1 208 048	1 254 161	1 323 456	1 392 808
International Relations and Cooperation	15 274	21 065	23 280	27 285	25 284	26 936	28 662
Total	**1 034 435**	**1 102 815**	**1 196 743**	**1 281 995**	**1 331 053**	**1 405 460**	**1 479 755**
Economic classification							
Current payments	46 139	66 880	56 152	66 931	70 737	75 516	80 107
Compensation of employees	33 429	51 668	39 710	45 455	46 925	50 410	53 648
Goods and services	12 710	15 212	16 442	21 476	23 812	25 106	26 459
of which:							
Catering: Departmental activities	216	522	902	400	1 411	1 486	1 568
Communication (G&S)	240	359	265	518	1 267	1 338	1 408
Consumables: Stationery, printing and office supplies	350	418	373	689	816	859	904
Travel and subsistence	3 512	4 120	4 334	5 909	15 112	15 929	16 789
Training and development	2 405	3 362	263	623	1 217	1 285	1 353
Venues and facilities	626	1 558	6 268	2 549	1 843	1 942	2 047
Transfers and subsidies	**987 463**	**1 035 268**	**1 139 894**	**1 214 535**	**1 259 835**	**1 329 438**	**1 399 113**
Departmental agencies and accounts	977 712	1 024 847	1 129 288	1 208 048	1 254 161	1 323 456	1 392 808
Foreign governments and international organisations	5 810	6 368	6 394	2 508	2 194	2 313	2 438
Households	3 941	4 053	4 212	3 979	3 480	3 669	3 867
Payments for capital assets	**809**	**648**	**689**	**529**	**481**	**506**	**535**
Machinery and equipment	809	648	607	529	481	506	535
Software and other intangible assets	-	-	82	-	-	-	-
Payments for financial assets	24	19	8	-	-	-	-
Total	**1 034 435**	**1 102 815**	**1 196 743**	**1 281 995**	**1 331 053**	**1 405 460**	**1 479 755**

5.2.2.   Expenditure trends in relation to strategic outcome-oriented goals

Tourism Research, Policy and International Relations Programme has a budget allocation of R1,331 billion for 2019/20 of which R1,254 billion is transferred to South African Tourism (SA Tourism). This represents 94,2% of the branch's budget allocation. SA Tourism received a baseline budget reduction of R17,378 million in 2019/20. The remaining allocation available for this Programme is R76,879 million of which R46,925 million is allocated to Compensation of Employees. The foreign transfer payments of the membership fee in respect of United Nation World Tourism Organisation (UNWTO) is vested in this Programme.

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		
2015/16	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/2022**
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 tourism offerings and enhance visitor experience in identified priority areas						
Five-year Strategic Plan target: Enhance tourism offerings at 55 prioritised tourism attractions						
PPI 1: Number of destination planning and investment coordination initiatives undertaken						
-	-	-	**Eleven destination planning initiatives undertaken:**	**Seven destination planning and Investment coordination initiatives undertaken:**	**Seven destination planning and investment coordination initiatives undertaken:**	**Seven destination planning and investment coordination initiatives undertaken:**
-	-	-	1. Two facilitation sessions hosted in each of the nine provinces, as a platform to implement the destination planning manual as a planning tool 2. Township (Khayelitsha) tourism precinct plans developed 3. Karoo region tourism precinct plans developed 4. Sutherland to	1. Tourism master plan for Port Nolloth to Hondeklipbaai finalised	Detailed planning commenced for prioritised projects from the Port Nolloth to Hondeklipbaai tourism master plan	Implementation of prioritised projects from the Port Nolloth to Hondeklipbaai tourism master plan
-	-	-		2. Tourism master plan for Sutherland to Carnarvon finalised	Detailed planning commenced for prioritised projects from the Sutherland to Carnarvon tourism master plan	Implementation of prioritised projects from the Sutherland to Carnarvon tourism master plan

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
-	-	-	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. Kleinzee Beach Precinct Development concept developed 9. Hondeklipbaai and McDougalls Bay Campsites Precinct Development 10. Develop and promote a pipeline of prioritised tourism investment projects and opportunities 11. Develop an ownership and operational model for the budget resorts	3. Tourism master plan for Orange River Mouth to Vioolsdrift finalised	Detailed planning commenced for prioritised projects from the Orange River Mouth to Vioolsdrift tourism master plan	Implementation of prioritised projects from the Orange River Mouth to Vioolsdrift tourism master plan
-	-	-		4. Tourism master plan for Port St Johns to Coffee Bay finalised	Detailed planning commenced for prioritised projects from the Port St Johns to Coffee Bay tourism master plan	Implementation of prioritised projects from the Port St Johns to Coffee Bay tourism master plan
-	-	-		5. Budget resort network and brand concept developed	Institutional arrangements for budget resort network and brand finalised	Implementation of budget resort network and brand
-	-	-		6. Develop content and facilitate a session per Province for the implementation of the niche (township/rural) tourism development methodology	Technical assistance and support in respect of niche (township/rural) tourism development	Technical assistance and support in respect of niche (township/rural) tourism development
-	-	-		7. A pipeline of nationally prioritised tourism investment opportunities managed	A pipeline of nationally prioritised tourism investment opportunities managed	A pipeline of nationally prioritised tourism investment opportunities managed

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
PPI 2: Number of destination enhancement initiatives supported						
				Fifteen destination enhancement initiatives supported:	**Ten destination enhancement initiatives supported and monitored:**	**Six destination enhancement initiatives supported and monitored:**
Funding was provided for the development of tourism interpretation signage at the following two World Heritage Sites (WHS): • Cradle of Humankind • iSimangaliso Wetland Park	Tourism interpretative signage was developed in the following four heritage sites- • Drakenstein Correctional Centre in Western Cape • Nelson Mandela capture site in KwaZulu-Natal • Freedom Park in Gauteng • Mandela statue at Union Buildings in Gauteng	The development of tourism interpretation signage was facilitated at the following four iconic national heritage sites- • Kgalagadi Transfrontier Park • Golden Gate National Park • Gugulethu seven Memorial • Sarah Baartman Heritage Site	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. Square Kilometres Array (SKA) Karoo Node	1. Support the implementation of interpretative signage in Kruger National Park 2. Support the implementation of interpretative signage in Golden Gate Highlands National Park. 3. Support the implementation of interpretative signage in Kgalagadi World Heritage Site (WHS). 4. Support the implementation of interpretative signage in the Marakele National Park. 5. Support the implementation of interpretative signage in the Addo Elephant National Park	Support the implementation of tourism interpretative signage in four additional sites -	Support the implementation of tourism interpretative signage in four additional sites -
-	-	-	Leopard Trail and Interpretation Centre at Baviaanskloof WHS	6. Construction of the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) commenced	Construction of the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) completed	
-	-	-		7. Appointment of contractor for the construction of the Visitor Interpretation Centre (VIC) in Baviaanskloof (Cape Floral Region WHS)	Construction of the Visitor Interpretation Centre (VIC) in Baviaanskloof (Cape Floral Region WHS) completed	

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
			Dinosaur Interpretation Centre supported	8. Construction works for the Dinosaur Interpretation Centre at the Golden Gate Highlands National Park continues	Construction of the Dinosaur Interpretation Centre at the Golden Gate Highlands National Park completed	
-	Construction at Shangoni Gate had not commenced. However, the following had been completed: • Flood line studies by the Department of Water and Sanitation (DWS) • Submission of final plans • Appointment of service providers for construction Construction at Phalaborwa wild activity hub had not commenced. However, the following had been completed: • Final plans and costing • The service providers for construction work had been appointed	Implementation of three destination enhancement initiatives was monitored at: • Shangoni Gate tourism development in Kruger National Park • Phalaborwa Wild Activity Hub in Kruger National Park • National Heritage Monument Park Interpretation Centre	Implementation of destination enhancement projects monitored, namely: 1. Shangoni Gate 2. Phalaborwa Wild Activity Hub	9. Contractor appointed for Shangoni Gate	Shangoni Gate construction completed	-
				10. Input into the facilitation of statutory authorisations and approvals for the Phalaborwa Wild Activity Hub site.	Phalaborwa Wildlife Activity Hub construction commenced.	Phalaborwa Wildlife Activity Hub construction continued.
N12 Treasure route needs assessment report and programme of action done	-	One route development project supported: • Indi-Atlantic Route development supported (as a	One route development project supported: • Indi-Atlantic Route development supported (as a Coastal and Marine	11. Finalisation of designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a Coastal and Marine Tourism (CMT) initiative	Implementation of prioritised project/s in the Harold Johnson Nature Reserve (KwaZulu-Natal) commenced	Implementation of prioritised project/s in the Harold Johnson Nature Reserve (KwaZulu-Natal) completed

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
-		Coastal and Marine Tourism initiative)	Tourism initiative)	12. Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative	Implementation of prioritised project/s in the Hole in the Wall (Eastern Cape) commenced	Implementation of prioritised project/s in the Hole in the Wall (Eastern Cape) completed
				13. Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative	Implementation of prioritised project/s in the Orange River Mouth (Northern Cape) commenced	Implementation of prioritised project/s in the Orange River Mouth (Northern Cape) completed
-	-	-	-	14. Implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park)	Implementation of the infrastructure maintenance programme in the following three national parks (Kruger National Park, Addo Elephant National Park, Marakele National Park)	Implementation of infrastructure maintenance programme in the following five national parks: Golden Gate Highlands National Park, Kgalagadi National Park, Kruger National Park, Addo Elephant National Park, and Marakele National Park
-	One programme (facilitating the implementation of the Blue Flag programme at 50 South African beaches) was done	Monitoring of the Blue Flag Programme on 75 Beaches was done. The Programme is well established on 50 and had commenced on 25 additional beaches	200 unemployed youth enrolled in the Tourism Blue Flag Beach Programme • Western Cape (100) • Eastern Cape (50) • Kwazulu-Natal (50)	15. Implementation of the Tourism Blue Flag Beach Programme to enhance South African beaches	-	-

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
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 (FTE) job opportunities						
PPI 3: Number of FTE jobs created through Working for Tourism projects						
3 059 FTE jobs created through the Working for Tourism Programme	1 734 FTE jobs created through the Working for Tourism Programme	3 457 FTE jobs created through the Working for Tourism Programme	6 355 FTE jobs created through the Working for Tourism Programme	4331 Full Time Equivalent Jobs[6]	4331 Full Time Equivalent Jobs	4331 Full Time Equivalent Jobs

[6] The number 4331 is based on signed confirmation letter for EPWP Phase III targets which was later adjusted because the annual budget was reduced by R12.6 million. This number will be revised once the 2019/20 agreement has been confirmed by the sector lead Department of Environmental Affairs.

Table 6: Destination Development quarterly targets

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
PPI 1: Number of destination planning and investment coordination initiatives undertaken	Quarterly	**Seven destination planning and investment coordination initiatives undertaken:**				
		1. Tourism master plan for Port Nolloth to Hondeklipbaai finalised	Tourism Master Plan for Port Nolloth to Hondeklipbaai reviewed	Stakeholder consultation sessions for the Tourism Master Plan for Port Nolloth to Hondeklipbaai completed	Stakeholder inputs incorporated into the Tourism Master Plan for Port Nolloth to Hondeklipbaai	Tourism Master Plan for Port Nolloth to Hondeklipbaai finalised
		2. Tourism master plan for Sutherland to Carnarvon finalised	Tourism Master Plan for Sutherland to Carnarvon reviewed	Stakeholder consultation sessions for the Tourism Master Plan for Sutherland to Carnarvon completed	Stakeholder inputs incorporated into the Tourism Master Plan for Sutherland to Carnarvon	Tourism Master Plan for Sutherland to Carnarvon finalised
		3. Tourism master plan for Orange River Mouth to Vioolsdrift finalised	Tourism Master Plan for Orange River Mouth to Vioolsdrift reviewed	Stakeholder consultation sessions for the Tourism Master Plan for Orange River Mouth to Vioolsdrift completed	Stakeholder inputs incorporated into the Tourism Master Plan for Orange River Mouth to Vioolsdrift	Tourism Master Plan for Orange River Mouth to Vioolsdrift finalised
		4. Tourism master plan for Port St Johns to Coffee Bay finalised	Tourism Master Plan for Port St Johns to Coffee Bay reviewed	Stakeholder consultation sessions for the Tourism Master Plan for Port St Johns to Coffee Bay completed	Stakeholder inputs incorporated into the Tourism Master Plan for Port St Johns to Coffee Bay	Tourism Master Plan for Port St Johns to Coffee Bay finalised
		5. Budget resort network and brand concept developed	Appointment of a service provider for the development of a budget resort network and brand concept	Framework for a budget resort network and brand completed	Stakeholder inputs on the framework to develop a budget resort network and brand concept	Budget resort network and brand concept developed
		6. Develop content and facilitate a session per Province	Appointment of a service provider to develop content and	Content for the niche tourism facilitation sessions developed	Facilitation sessions held in 5 Provinces for the implementation of	Facilitation sessions held in 4 Provinces for the implementation of

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		for the implementation of the niche (township/rural) tourism development methodology	facilitate a session per Province		the niche (township/rural) tourism development methodology	the niche (township/rural) tourism development methodology
		7. A pipeline of nationally prioritised tourism investment opportunities managed	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities
PPI 2: Number of destination enhancement initiatives supported	Quarterly	**Fifteen destination enhancement initiatives supported:**				
		1. Support the implementation of interpretative signage in Kruger National Park	Memorandum of Agreement (MoA) concluded for the Kruger National Park	Storyline for interpretative signage for the Kruger National Park developed	Appointment of service provider to develop interpretative signage for the Kruger National Park	• Interpretative signage for the Kruger National Park developed • Report on the implementation of interpretative signage in the Kruger National Park completed
		2. Support the implementation of interpretative signage in Golden Gate Highlands National Park	MoA concluded for the Golden Gate Highlands National Park	Storyline for interpretative signage for the Golden Gate Highlands National Park developed	Appointment of service provider to develop interpretative signage for the Golden Gate Highlands National Park	• Interpretative signage for the Golden Gate Highlands National Park developed • Report on the implementation of interpretative signage in Golden Gate Highlands National Park completed

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		3. Support the implementation of interpretative signage in Kgalagadi World Heritage Site (WHS)	MoA concluded for the Kgalagadi WHS	Storyline for interpretative signage for the Kgalagadi WHS developed	Appointment of service provider to develop interpretative signage for the Kgalagadi WHS	• Interpretative signage for the Kgalagadi WHS developed • Report on the implementation of interpretative signage in the Kgalagadi WHS completed
		4. Support the implementation of interpretative signage in the Marakele National Park	MoA concluded for the Marakele National Park	Storyline for interpretative signage for the Marakele National Park developed	Appointment of service provider to develop interpretative signage for Marakele National Park	• Interpretative signage for the Marakele National Park developed • Report on the implementation of interpretative signage in the Marakele National Park completed
		5. Support the implementation of interpretative signage in the Addo Elephant National Park	MoA concluded for the Addo Elephant National Park	Development of storyline and interpretative signage design the Addo Elephant National Park	Appointment of service provider to develop interpretative signage for Addo Elephant National Park	Report on the implementation of interpretative signage in Golden Gate Highlands National Park completed
		6. Construction of the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) commenced	Contractor terms of reference (TOR) finalised for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS)	Contractor appointed for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS)	Construction works for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) commenced	Construction works for the Leopard Trail in Baviaanskloof (Cape Floral Region WHS) continued
		7. Appointment of contractor for the construction of the Visitor Interpretation Centre	Designs finalised for the VIC in Baviaanskloof (Cape Floral Region WHS)	Environmental Impact Assessment (EIA) application finalised for the VIC in Baviaanskloof (Cape Floral Region WHS)	Contractor terms of reference (TOR) finalised for the VIC in Baviaanskloof (Cape Floral Region WHS)	Contractor appointed for the VIC in Baviaanskloof (Cape Floral Region WHS)

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		(VIC) in Baviaanskloof (Cape Floral Region WHS)				
		8. Construction for the Dinosaur Interpretation Centre at the Golden Gate Highlands National Park continued	Quarterly Progress Report on the implementation of the construction as per work schedule for the Dinosaur Interpretation Centre	Quarterly Report on the implementation of the construction as per work schedule for Dinosaur Interpretation Centre	Quarterly Report on the implementation of the construction as per work schedule for Dinosaur Interpretation Centre	Final Report on the construction as per work schedule for the Dinosaur Interpretation Centre completed
		9. Contractor appointed for Shangoni Gate	Appointment of built environment professional for Shangoni Gate finalised	Detailed designs for Shangoni Gate finalised	Contractor TOR finalised for Shangoni Gate	Contractor appointed for Shangoni Gate
		10. Input into the facilitation of statutory authorisations and approvals for the Phalaborwa Wild Activity Hub site	Progress report on status of statutory requirements and intervention as necessary	Progress report on status of statutory requirements and intervention as necessary	Progress report on status of statutory requirements and intervention as necessary	Progress report on status of statutory requirements and intervention as necessary
		11. Finalisation of designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative	Finalise terms of reference for the Built Environment Professional services for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative	Appointment of service provider to develop designs for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative	Completion of concept design report for the Harold Johnson Nature Reserve (KwaZulu-Natal) as a CMT initiative	Finalisation of designs for the Harold Johnson Nature Reserve (Kwa-Zulu-Natal) as a CMT initiative
		12. Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative	Finalise terms of reference for the Built Environment Professional services for the Hole in the Wall (Eastern Cape) as a CMT initiative	Appointment of service provider to develop plans for the Hole in the Wall (Eastern Cape) as a CMT initiative	Completion of concept design report for the Hole in the Wall (Eastern Cape) as a CMT initiative	Finalisation of designs for the Hole in the Wall (Eastern Cape) as a CMT initiative

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		13. Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative	Finalise terms of reference for the Built Environment Professional services for the Orange River Mouth (Northern Cape) as a CMT initiative	Appointment of service provider to develop plans for the Orange River Mouth (Northern Cape) as a CMT initiative	Completion of concept design report for the Orange River Mouth (Northern Cape) as a CMT initiative	Finalisation of designs for the Orange River Mouth (Northern Cape) as a CMT initiative
		14. Implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park)	Identification and selection of SMMEs/ Co-operatives to undertake infrastructure maintenance work in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park)	Support implementation of infrastructure maintenance works in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park)	Support implementation of infrastructure maintenance works in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park)	Support implementation of the infrastructure maintenance programme in two national parks (Golden Gate Highlands National Park, Kgalagadi National Park)
		15. Implementation of the Tourism Blue Flag Programme to enhance South African beaches	Appointment of project implementer for Tourism Blue Flag Programme	Recruitment and contracting of the participants into the Tourism Blue Flag Programme	Monitoring the implementation of the Tourism Blue Flag Programme	Monitoring the implementation of the Tourism Blue Flag Programme
PPI 3: Number of FTE jobs created through Working for Tourism projects	Quarterly	4331 Full Time Equivalent Jobs created[7]	650 Full Time Equivalent Jobs created	1082 Full Time Equivalent Jobs created	1082 Full Time Equivalent Jobs created	1517 Full Time Equivalent Jobs created

[7] The number 4331 is based on signed confirmation letter for EPWP Phase III targets which was later adjusted because the annual budget was reduced by R12.6 million. This number will be revised once the 2019/20 agreement has been confirmed by the sector lead Department of Environmental Affairs.

5.3.1. Expenditure estimates

Destination Development	2015/18 Audited outcome R'000	2016/18 Audited outcome R'000	2017/18 Audited outcome R'000	2018/19 Revised Estimate R'000	2019/20 Revised Baseline R'000	2020/21 Revised Baseline R'000	2020/22 Revised Baseline R'000
Destination Development Management	4 098	4 419	32 696	20 311	38 965	47 164	55 853
Tourism Enhancement	14 732	4 579	16 038	18 395	23 333	24 869	26 475
Destination Planning and Investment Coordination	9 494	25 323	45 140	28 262	29 655	31 602	33 636
Working for Tourism	249 013	365 984	339 655	334 786	371 344	392 093	414 016
Total	**277 337**	**400 305**	**433 529**	**401 754**	**463 297**	**495 728**	**529 980**
Economic classification							
Current payments	111 716	235 190	177 982	102 564	209 300	223 894	243 369
Compensation of employees	51 706	56 752	48 963	48 334	55 831	59 940	64 229
Goods and services	60 010	178 438	129 019	54 230	153 469	163 954	179 140
of which:							
Communication (G&S)	664	710	578	659	1 734	1 977	2 226
Consultants: Business and advisory services	654	3 575	2 084	27 987	3 255	3 436	3 621
Travel and subsistence	8 217	9 692	7 193	9 711	29 523	33 191	37 069
Training and development	46 714	156 908	115 558	7 545	104 971	109 182	117 740
Operating payments	604	146	744	801	3 066	3 458	3 872
Venues and facilities	752	2 973	298	1 773	7 645	9 164	10 777
Transfers and subsidies	**77 200**	**43 260**	**85 631**	**80 873**	**120 423**	**128 296**	**135 299**
Public corporations and private enterprises	1 025	600	600	-	-	-	-
Households	76 175	42 660	85 031	80 873	120 423	128 296	135 299
Payments for capital assets	**88 381**	**121 607**	**169 867**	**218 317**	**133 574**	**143 538**	**151 312**
Buildings and other fixed structures	87 160	121 008	169 118	217 944	133 333	143 283	151 045
Machinery and equipment	1 221	599	749	373	241	255	267
Payments for financial assets	**40**	**248**	**49**	**-**	**-**	**-**	**-**
Total	**277 337**	**400 305**	**433 529**	**401 754**	**463 297**	**495 728**	**529 980**

5.3.2. Expenditure trends in relation to strategic outcome-oriented goals

The budget for Destination Development Programme is R463,297 million for 2019/20, of which R371,344 million is allocated to Working for Tourism sub-programme. Working for Tourism represents 80,15% of the budget of the total programme. Working for Tourism consists of the Expanded Public Works Programme and Expanded Public Works Incentive Programme.

The Expanded Public Works Incentive programme received a baseline budget increase of R21,153 million in 2019/20. A total of R55,831 million is allocated to Compensation of Employees for the programme.

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		
2015/16	2016/17	2017/18	**2018/19**	2019/20	2020/21	2021/2022
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 enterprises and individuals to promote inclusive growth of the sector						
PPI 1: Number of awareness sessions hosted						
-	-	-	Provincial and local government Capacity-Building Programme: Four provincial and local government tourism information sharing sessions coordinated in municipalities linked to rural nodes	1. Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces	Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces	Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces
				2. Tourism information sharing sessions on departmental programmes and services, hosted in four provinces	Tourism information sharing sessions on departmental programmes and services, hosted in four provinces	Tourism information sharing sessions on departmental programmes and services, hosted in four provinces

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
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 enterprises and individuals to promote inclusive growth of the sector						
Five-year Strategic Plan target: Five tourism incentive programmes implemented						
PPI 2: Number of incentivised programmes implemented						
-	Three priority areas were incentivised during the pilot phase, namely: 1. Market access 2. Tourism grading 3. Energy efficiency	Four incentive programmes were supported with funding, namely: 1. Market access 2. Tourism grading 3. Energy efficiency 4. Universal accessibility (pilot)	Four incentive programmes implemented: 1. Market Access Support Programme. 2. Tourism Grading Support Programme. 3. Green Tourism Incentive Programme. 4. Tourism Transformation Fund.	Five incentive programmes implemented: 1. Market Access Support Programme 2. Tourism Grading Support Programme 3. Green Tourism Incentive Programme 4. Tourism Transformation Fund 5. Tourism Equity Fund	Five incentive programmes implemented: 1. Market Access Support Programme 2. Tourism Grading Support Programme 3. Green Tourism Incentive Programme 4. Tourism Transformation Fund 5. Tourism Equity Fund	Five incentive programmes implemented: 1. Market Access Support Programme 2. Tourism Grading Support Programme 3. Green Tourism Incentive Programme 4. Tourism Transformation Fund 5. Tourism Equity Fund
Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy						
-	-	-	Develop one social tourism scheme	Three initiatives: 1. Implementation of Domestic Tourism Incentive scheme to increase tourist numbers in partnership with SANParks at five National Parks	Three initiatives to support implementation of the Domestic Tourism Strategy	Three initiatives to support implementation of the Domestic Tourism Strategy
			Tours for designated groups supported (youth, the elderly and people with disabilities)	2. Implementation of initiative targeted at supporting the increase in domestic tourism among designated		

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	**2018/19**	2019/20	2020/21	2021/2022
				3. Tourism Month campaign implemented in conjunction with provinces and the sector		

Strategic outcome-oriented goal: Increase the tourism sector's contribution to inclusive economic growth

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 4: Number of enterprise development initiatives implemented

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
-	Enterprise development programme was implemented focusing on the following: • incubation; and • business support services (portal)	• Two existing incubators were supported • Business support services portal was finalised	Three existing incubators supported	**Three initiatives:** 1. Support four existing incubators: • Pilanesberg • Manyeleti • Phalaborwa • Mier	**Three initiatives:** 1. Support existing incubators	**Three initiatives:** 1. Support existing incubators
		Two new incubators were established (on 2 March 2018 in Phalaborwa, Limpopo) and on 20 March 2018 in Mier (Northern Cape)	Two new incubators established	2. Develop two new incubators off-site: • Tour Operators Incubator • Innovation Incubator	2. Establish two additional incubators	2. Establish two additional incubators
Operational guidelines for community-based tourism were developed	Groundwork for piloting the Operational Guidelines for community-based tourism was facilitated	Five community tourism enterprises were supported to enter tourism value chain	Community tourism enterprises supported to enter tourism value chain in five communities	3. Conduct a feasibility study of community based enterprises in communities within the proximity of five National Parks: • Kruger National Park • Golden Gate National Park	3. Feasibility studies prepared to support the development of community based enterprises within the tourism value chain Support community based enterprises where they are confirmed to be feasible.	3. Support community based enterprises where they are confirmed to be feasible.

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	**2018/19**	2019/20	2020/21	2021/2022
-				• Kgalagadi WHS • Marakele National Park • Addo Elephant National Park.		

Strategic objective 8: To diversify and enhance tourism offerings
Objective statement: Implement prioritised programmes identified in the National Tourism Sector Strategy and Domestic Tourism Growth Strategy in order to enhance products and visitor experiences

Five-year Strategic Plan target: Nine initiatives implemented for improving visitor services

PPI 5: Number of initiatives for improving visitor services implemented

-	-	-	1 450 Tourism Monitors enrolled: • Gauteng (200) • Mpumalanga (250) • Eastern Cape (200) • Western Cape (100) • Kwazulu-Natal (250) • Northern Cape (50) • Free State (50) • North West (100) • Limpopo (250)	**Two initiatives:** 1. Tourism Monitors Programme implemented in all provinces	**Two initiatives:** Tourism Monitors Programme implemented in all provinces	**Two initiatives:** Tourism Monitors Programme implemented in all provinces
-	100% tourist complaints referred to appropriate authorities for resolution within agreed time frames	100% tourist complaints referred to appropriate authorities for resolution within agreed time frames	100% compliance with the service delivery charter in the management of tourist complaints	2. 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

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	**2018/19**	2019/20	2020/21	2021/2022
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: Twenty capacity building programmes implemented						
PPI 6: Number of capacity-building programmes implemented						
Five capacity building programmes were implemented, namely: • National Tourism Careers Expo (NTCE) • Educator Exposure Programme • Tourism Human Resource Development (THRD) Strategy review: Phase one: Sector Skills Audit. • Food Safety Assurer Programme • Local Government Tourism Induction Programme	Eight capacity building programmes were implemented, namely: • Chefs Training Programme • Sommelier Training Course • Hospitality Service Training Programme • Food Safety Programme • Local Government Tourism Induction Programme • Draft Skills Audit • NTCE	Ten capacity building programmes were implemented, namely: • National Youth Chefs Training Programme (NYCTP) • Sommelier Training Course • Hospitality Service Training Programme • Food Safety Programme • THRD Co-ordinating Body • Local Government Tourism Induction Programme • NTCE • Executive Development Programme for Black Women • Tourist Guiding Skills Development Programme • Resource Efficiency Training for Youth	Nine capacity building programmes namely: • NYCTP • Blue Flag Beach Training Programme • Sommelier Training Programme • Food Safety Programme • Hospitality Youth Programme • NTCE • Executive Development Programme for Black Women • Tourist Guides Training (Up-skilling and Training of new entrants) • Resource Efficiency Training Programme	Ten capacity building programmes implemented: 1. 20 tourist guides trained in Mandarin language 2. National Tourism Careers Expo 2019 hosted 3. Hospitality Youth Programme (HYP) implemented targeting 3900 unemployed youth 4. National Chefs Training Programme implemented in all provinces targeting 560 youth 5. Wine Service Training Programme implemented targeting 300 youth 6. Food Safety Quality Assurer Programme implemented targeting 1500 youth	Six capacity building programmes implemented: 1. 20 tourist guides trained in Mandarin language 2. National Tourism Careers Expo 2020 hosted - 3. National Chefs Training Programme implemented in all provinces - 4. Food Safety Quality Assurer Programme implemented	Six capacity building programmes implemented: 1. 20 tourist guides trained in Mandarin language 2. National Tourism Careers Expo 2021 hosted - 3. National Chefs Training Programme implemented in all provinces - 4. Food Safety Quality Assurer Programme implemented

Audited/actual performance			Estimated performance	Medium-term targets		
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
				7. Training of 60 Youth on Resource Efficiency: • North West • Northern Cape • Mpumalanga	N/A/	N/A
				8. Women in Tourism Programme capacity building initiatives implemented: • One Board Development training for WiT Chapter Executives • Three Business Development and Training Sessions	5. Women in Tourism Programme implemented	5. Women in Tourism Programme implemented
				9. Executive Development Programme: 20 Black Women Trained	-	-
				10. Mentorship Pilot Programme implemented	6. Mentorship programme implemented	6. Mentorship programme implemented

Table 8: Tourism Sector Support Services quarterly targets

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
PPI 1: Number of awareness sessions hosted	Quarterly	**Two awareness sessions hosted:**				
		1. Local Government Tourism Peer Learning Network sessions for municipal practitioners conducted in four provinces	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted	One Local Government Tourism Peer Learning Network session for municipal practitioners conducted
		2. Tourism Information sharing sessions on departmental programmes and services hosted in four provinces	Tourism Information sharing sessions on departmental programmes and services hosted in one province	Tourism Information sharing sessions on departmental programmes and services hosted in one province	Tourism Information sharing sessions on departmental programmes and services hosted in one province	Tourism Information sharing sessions on departmental programmes and services hosted in one provinces
PPI 2: Number of incentivised programmes implemented	Quarterly	**Five incentive programmes implemented:**				
		1. Market Access Support Programme (MASP)	Call for applications published for MASP and applications received	Applications and claims for MASP approved	Applications and claims for MASP approved	Applications and claims for MASP approved.
		2. Tourism Grading Support Programme (TGSP)	Discounts under the TGSP approved	Discounts under the TGSP approved	Discounts under the TGSP approved	Discounts under the TGSP approved
		3. Green Tourism Incentive Programme (GTIP)	Applications for the GTIP approved	Applications for the GTIP approved	Applications for the GTIP approved	Applications for the GTIP Programme approved
		4. Tourism Transformation Fund (TTF)	Applications for the TTF approved	Applications for the TTF approved	Applications for the TTF approved	Applications for the TTF approved
		5. Tourism Equity Fund (TEF)	Guidelines, applications and administrative processes for the TEF developed and implemented	Applications for the TEF opened	Applications for the TEF approved	Applications for the TEF approved

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy	Quarterly	**Three initiatives:**				
		1. Implementation of Domestic Tourism Incentive scheme to increase tourist numbers in partnership with SANParks at five National Parks: • Kruger National Park • Golden Gate National Park • Kgalagadi National Park • Marakele National Park • Addo Elephant National Park	Formalise partnership agreements with SANParks to determine programme implementation	Implement Domestic Tourism Scheme in three parks	Implement Domestic Tourism Scheme in two parks	Identify and engage provinces for the roll-out and implementation of the department's scheme in provincial parks
		2. Implementation of initiative targeted at supporting the increase in domestic tourism among designated groups (youth, elderly and people with disabilities)	Planning of initiatives to support the increase in domestic tourism among designated groups	One initiative for designated group supported	One initiative for designated group supported	One initiative for designated group supported
		3. Tourism Month campaign implemented in conjunction with provinces and the sector	Planning of Tourism Month campaign through the Tourism Month steering committee with conjunction with Provinces	Implementation of Tourism Month campaign initiatives in conjunction with Provinces (World Tourism Day celebrations)	Close out reports for World Tourism Day activities and commence planning for 2020 Tourism Month Activities	Planning of Tourism Month campaign through the Tourism Month steering committee with conjunction with Provinces

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
PPI 4: Number of enterprise development initiatives implemented	Quarterly	**Three initiatives:**				
		1. Support four existing incubators:				
		i. Pilanesberg	-	Close out report for Pilanesberg Incubator	-	-
		ii. Manyeleti	Incubator support plan for Manyeleti completed	Implementation of incubator plan for Manyeleti	Implementation, monitoring and evaluation of incubator plan for Manyeleti	Report for Manyeleti incubator developed
		iii. Phalaborwa	Incubator support plan for Phalaborwa completed	Implementation of incubator plan for Phalaborwa	Implementation, monitoring and evaluation of incubator plan for Phalaborwa	Report for Phalaborwa incubator developed
		iv. Mier	Incubator support plan for Mier completed	Implementation of incubator plan for Mier	Implementation, monitoring and evaluation of incubator plan for Mier	Report for Mier incubator developed
		2. Develop two new incubators off-site:				
		Tour Operators Incubator	Development Implementation plan for Tour Operators incubator	Stakeholder engagement, selection and recruitment, and selection of beneficiaries for Tour Operators incubator	Launch of the Tour Operators incubator	Report for Tour Operators incubator developed
		Innovation Incubator	Development Implementation plan for Innovation incubator	Stakeholder engagement, selection and recruitment, and selection of beneficiaries for Innovation incubator	Launch of the Innovation incubator	Report for Innovation incubator developed
		3. Conduct a feasibility study of community based enterprises in communities within	• Stakeholder consultation undertaken for the development and	• Service provider to conduct a feasibility study for the development and	• Feasibility study for the development and support of the community based	Feasibility reports and business plans for the development and support of the

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		the proximity of the following five national parks: • Kruger National Park • Golden Gate National Park • Kgalagadi WHS • Marakele National Park • Addo Elephant National Park	support of the community based enterprises • Draft Terms of Reference finalised for the appointment of a service provider to conduct a feasibility study for the development and support of the community based enterprises	support of the community based enterprises • Stakeholder consultation continued	enterprises • Business Plans for the development and support of the community based enterprises	community based enterprises enterprises • Business Plans for the development and support of the community based enterprises
PPI 5: Number of initiatives for improving visitor services implemented	Quarterly	**Two initiatives:**				
		1. Implementation of Tourism Monitors Programme in all provinces	Tourism Monitors Programme implemented in all provinces	Tourism Monitors Programme implemented in all provinces	Tourism Monitors Programme implemented in all provinces	Tourism Monitors Programme implemented in all provinces
		2. 100% compliance with the service delivery charter in the management of tourist complaints	Quarterly progress report on tourists' complaints	Quarterly progress report on tourists' complaints	Quarterly progress report on tourists' complaints	Annual progress report on tourists' complaints
PPI 6: Number of capacity-building programmes implemented per year	Quarterly	**Ten capacity building programmes implemented:**				
		1. 20 tourist guides trained in Mandarin language	Recruitment and selection of learners	Orientation of learners	Implementation of Mandarin language training	Finalisation of Mandarin language training
		2. National Tourism Careers Expo (NTCE) 2019 hosted	NTCE Project Planning commenced	NTCE event hosted	Draft Close Out Report developed	Final NTCE report developed

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		3. Hospitality Youth Programme implemented targeting 3900 unemployed youth	• Quarterly report on the placement and training of participants in MP, KZN, GP and EC provinces • Finalise the procurement of service providers for WC, NC, NW, LP, FS provinces	• Quarterly report on the placement and training of participants in MP, KZN, GP, EC provinces. • Recruitment and induction of unemployed youth in the WC, NC, NW, LP and FS provinces	Quarterly report on the placement and training of participants in all provinces	Quarterly report on the placement and training of participants in all provinces
		4. National Chefs Training Programme implemented in all provinces targeting 540 youth	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces	Graduations for the National Chefs Training Programme held	Quarterly report on the placement and training of participants of the National Chefs Training Programme in all provinces
		5. Wine Service Training Programme implemented targeting 300 youth	Quarterly report on the placement and training of participants of the Wine Service Training Programme	Quarterly report on the placement and training of participants of the Wine Service Training Programme	Quarterly report on the placement and training of participants of the Wine Service Training Programme	Quarterly report on the placement and training of participants of the Wine Service Training Programme
		6. Food Safety Quality Assurer Programme implemented targeting 1500 youth	Procurement of service providers	Recruitment and induction of unemployed youth in the Food Safety Quality Assurer programme	Quarterly report on the placement and training of participants of the Food Safety Quality Assurer programme	Quarterly report on the placement and training of participants of the Food Safety Quality Assurer programme
		7. Training of 60 Youth on Resource Efficiency: • North West. • Northern Cape • Mpumalanga	• Stakeholder consultation undertaken. • Host workshop with potential host employers. • Recruitment and selection of trainees	Training and placement of youth	Mentorship and coaching of trainees	Mentorship and coaching of trainees

Programme performance indicator	Reporting	Annual target 2019/20	Annual target 2019/20			
			Q1	Q2	Q3	Q4
		8. Four capacity building initiatives implemented for the Women in Tourism Programme: • One Board Development training for WiT Chapter Executives. • Three Business Development and Training Sessions	Board Development training for WiT Chapter Executives	Implementation of one capacity building initiative on Business Development and Training	Implementation of one capacity building initiative on Business Development and Training	Implementation of one capacity building initiative on Business Development and Training
		9. Executive Development Programme: 20 Black Women Trained.	• Training of 20 Black women commences at an institution of higher learning • Graduation of the previous intake	Continuous training of 20 Black women undertaken at an institution of higher learning	Continuous training of 20 Black women undertaken at an institution of higher learning	Close out report
		10. Mentorship pilot programme implemented	Commence pilot of the mentorship programme	Monitor Pilot of the mentorship programme.	Assess pilot mentorship programme	Plan for national roll out of mentorship programme.

5.4.1. Expenditure estimates

Tourism Sector Support Services	2015/18 Audited outcome R'000	2016/18 Audited outcome R'000	2017/18 Audited outcome R'000	2018/19 Revised Estimate R'000	2019/20 Revised Baseline R'000	2020/21 Revised Baseline R'000	2020/22 Revised Baseline R'000
Tourism Sector Support Services Management	9 215	8 983	12 653	12 679	11 893	12 643	13 425
Tourism Human Resource Development	18 058	19 524	32 706	22 596	27 890	30 038	31 680
Enterprise Development and Transformation	33 351	12 201	44 313	49 652	52 655	56 300	59 365
Tourism Visitor Services	16 176	15 552	21 987	22 949	24 875	26 934	28 416
Tourism Incentive Programme	166 016	133 187	150 167	198 777	189 513	204 632	182 824
Total	**242 816**	**189 447**	**261 826**	**306 653**	**306 826**	**330 547**	**315 710**
Economic classification							
Current payments	77 945	60 798	121 474	120 658	132 570	142 404	150 281
Compensation of employees	48 458	31 905	70 090	68 628	80 606	87 608	92 529
Goods and services	29 487	28 893	51 384	52 030	51 964	54 796	57 752
of which:							
Catering: Departmental activities	756	1 131	2 729	1 757	2 260	2 382	2 515
Consultants: Business and advisory services	15 870	13 367	14 696	31 254	3 886	4 097	4 321
Travel and subsistence	7 978	6 469	16 963	10 020	20 785	21 916	23 104
Training and development	409	4 266	5 500	1 640	18 313	19 308	20 350
Operating payments	137	376	514	284	752	795	836
Venues and facilities	1 502	1 903	5 766	3 680	3 166	3 339	3 519
Transfers and subsidies	**163 881**	**89 913**	**92 658**	**185 654**	**174 060**	**187 936**	**165 210**
Departmental agencies and accounts	67 682	14 980	44 612	24 248	3 715	3 917	4 129
Public corporations and private enterprises	71 890	74 712	47 366	160 934	169 932	183 584	160 623
Non-profit institutions	24 200	200	560	472	413	435	458
Households	109	21	120	-	-	-	-
Payments for capital assets	**615**	**38 683**	**47 659**	**341**	**196**	**207**	**219**
Buildings and other fixed structures	-	37 980	45 408	-	-	-	-
Machinery and equipment	615	703	2 251	331	196	207	219
Software and other intangible assets	-	-	-	10	-	-	-
Payments for financial assets	**375**	**53**	**35**	**-**	**-**	**-**	**-**
Total	**242 816**	**189 447**	**261 826**	**306 653**	**306 826**	**330 547**	**315 710**

5.4.2. Expenditure trends in relation to strategic outcome-oriented goals

The budget for Tourism Sector Support Services Programme is R306,826 million for 2019/20. This includes Compensation of Employees with a budget allocation of R80,606 million and Tourism Incentive Programme (TIP) with a budget allocation of R189,513 million. The projects within TIP include tourism market access, tourism grading support, tourism destination development and energy efficiency projects. The TIP has received a baseline budget reduction of R15,396 million in 2019/20. The TIP comprises 61,77% of the total Programme budget and Compensation of Employees represents 26,27% of the Programme's budget allocation.

A macro shot of the Ornithogalum dubium,
or star of Bethlehem owers
Photo credit: Adobe stock

PART C: LINKS TO OTHER PLANS

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.	SRI projects	Destination Development	Selected municipalities	Infrastructure tourism projects for communities, e.g. hiking trails, accommodation and caravan parks	Community tourism infrastructure projects	2019/20: R371 344 000	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 R339 655 000 2018/19 R334 786 000	2010/11 financial year	2021/22 financial year

7. Conditional grants

Not applicable

8. Public Entity: South African Tourism (SA Tourism)

Table 10: Public Entity: SA Tourism

Name of public entity	Mandate	Project description/ type of structure	Outputs	Outputs

SA Tourism	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 SA Tourism products and facilities internationally and domestically
	• Develop and implement a marketing strategy for tourism that promotes the objectives of the Act and the NTSS
	• Advise the Minister on any other matter relating to tourism marketing
	• With the approval of the Minister, establish a National Conventions Bureau to market South Africa as a business tourism destination by:
	  o 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
	  o 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
		• 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 SA Tourism's mandate
		• Contribute to an improved tourist experience in line with the brand promise
		• Position SA Tourism'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 SA Tourism
			2019/20
			R1 254 161 000
			
			2020/21
			R1 323 456 000
			
			2021/22
			R1 392 808 000
				June 2020

9. Public-Private Partnerships

Not applicable

ANNEXURES

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**
1. **Develop tourism enterprises**	**Consultation**	Consultation takes place on a formal and informal communication level There is room for improvement	• One on one meetings • Surveys • Roadshows • Izimbizos • Feedback mechanisms on the portal	• One on one meetings • Surveys • Roadshows • Izimbizos • Feedback mechanisms on the portal	• One on one meetings • Surveys • Roadshows • Izimbizos • Feedback mechanisms on the portal
	Courtesy	Systems have been designed to the needs that beneficiaries have expressed	Continuous improvement of the systems using feedback from beneficiaries	Continuous improvement of the systems using feedback from beneficiaries	Continuous improvement of the systems using feedback from beneficiaries
	Access	Fragmented information	Improve responsiveness to beneficiary complaints and comments Introduce Tourism Enterprise Development Portal Link portal to departmental website for access Awareness raising on availability of the portals for access	Improve responsiveness to beneficiary complaints and comments Link portal to departmental website for access Awareness raising on availability of the portals for access	Improve responsiveness to beneficiary complaints and comments 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

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	Maintain standard	Maintain standard
	Redress	Call centre complaints resolution mechanism	Well defined, communicated complaints mechanism Improve turnaround times for response to complaints	Well defined, communicated complaints mechanism Improve turnaround times for response to complaints	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	Co-sourced service Internal 11 officials	Co-sourced service Internal 11 officials	Co-sourced service Internal 11 officials	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)
2. **Providing incentives to the tourism sector**	**Consultation**	National Tourism Stakeholder Forum (NTSF)	National Tourism Stakeholder Forum Roadshows	National Tourism Stakeholder Forum Roadshows	-

BATHO PELE PRINCIPLES					
CURRENT				DESIRED (TO-BE APPROACH)	
		CURRENT 2017	**DESIRED: 2018-2019**	**DESIRED: YEAR 2019- 2020**	**DESIRED: YEAR 2020-2021**
	Courtesy	Incentives aligned department's strategic intent and discussed with sector	Continuous improvement of the systems using feedback from beneficiaries Improve responsiveness to beneficiary complaints and comments	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.	Introduce one new incentive Call for applications for all 4 incentives	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
	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	Well defined, communicated complaints mechanism Improve turnaround times for response to complaints	Well defined, communicated complaints mechanism Improve turnaround times for response to complaints.	Well defined, communicated complaints mechanism Improve turnaround times for response to complaints

BATHO PELE PRINCIPLES					
CURRENT				**DESIRED (TO-BE APPROACH)**	
		CURRENT 2017	**DESIRED: 2018-2019**	**DESIRED: YEAR 2019- 2020**	**DESIRED: YEAR 2020-2021**
	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
3. **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	• Annual calendar consulted, prepared and communicated timeously. • Quality discussion documents prepared and distributed on time	• Annual calendar consulted, prepared and communicated timeously. • Quality discussion documents prepared and distributed on time	• 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. BACKGROUND

The Communication Strategy of the Department of Tourism provides a communications' framework that is planned and coordinated timely and effectively. It provides for strategic alignment with government's National Communication Strategy Framework 2014-2019 and priorities linked to the Department's 2019/20 - 2023/2024 Strategic Plan.

The latter sets a strategic objective for communications to foster inclusive growth by enhancing understanding and awareness of the value of tourism and its opportunities, particularly to youth, women, SMMEs and those living in townships and rural areas.

2. OVERVIEW OF THE COMMUNICATIONS STRATEGY

2.1 COMMUNICATIONS ENVIRONMENT

The Communication Strategy is developed in the context of the implementation of the overall Government Programme of Action, the revised National Tourism Sector Strategy, the 2019/20 Departmental Annual Performance Plan and informed by the prevailing communications environment and identified government communication priorities.

2.2 STRATEGIC EMPHASIS

The goal of the Communication Strategy is to position the tourism sector through innovative communications. This will be achieved by providing strategic communication services that promote, enable and encourage broad participation in tourism programmes and build the tourism brand.

The upcoming year is of significance to the tourism sector as the United Nations (UN) General Assembly has adopted the World Tourism Day 2019 theme as *Tourism and Jobs: A better future for all.*

The department's communications will emphasise the contribution of the tourism sector to the three pillars of sustainability – economic, social and environmental, while raising awareness of the contribution of the sector towards meeting the Sustainable Development Goals (SDGs).

2.3 COMMUNICATION OBJECTIVES

The 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 build the tourism brand internally and externally.

Our communication efforts will therefore highlight the Department's initiatives and programmes in relation to the key areas aligned to the theme of **Tourism and Jobs**, as well as in the context of the emerging theme from the 2019 State of the Nation (SONA) - **Let Us Grow South Africa Together.**

Therefore, the strategy will:

1) **PROFILE** and inform the public and our stakeholders about the department's priorities, programme of action and report on progress.

2) **INSPIRE** citizens and partners to play their part in promoting the broad tourism offerings of the country.

3) **REAFFIRM** South Africa as an attractive investment and tourist destination; and SHOW CASE the investment opportunities and incentives.

4) **CREATE** and **IMPROVE** the environment for integrated government communications, including ensuring department wide synergy and common messaging.

5) **INSTILL** a sense of confidence and trust in government services and reposition

our communications platforms as a first port of call for all public interaction and information needs.

2.4 THEMES AND MESSAGES

1) The emerging theme for the National Communication Strategy Framework 2019-2020 is: Together We Grow South Africa. The national theme will be aligned to the national celebration of 25 years of Freedom and Democracy.

2) The department's core theme remains relevant - *Broadening Horizons - Leading sustainable tourism development for inclusive economic growth.*

2.5 STRATEGIC COMMUNICATIONS INTERVENTIONS - FUTURE PLANS

A Developmental Communication Strategy will be implemented to address the information needs of citizens, in particular designated groupings comprising youth, women, people with disabilities as well as those living in rural and township communities.

The means of implementation are clustered as pillars to anchor the strategy around the following strategic communication interventions:

1) Media Relations, Liaison and Engagement;

2 Community Outreach and Stakeholder Engagement;

3) Corporate Branding and Marketing;

4) Development of Digital Media Communications;

5) International and Intergovernmental Communications;

6) as well as Internal Communications,

7) Client and Customer Relations.

COMMUNICATIONS IMPLEMENTATION PLAN 2019/20

Strategic outcome orientated goal: Achieve good corporate and cooperative governance
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities **Objective statement:** To implement a communication strategy that creates awareness, enables participation and access to information about departmental services and programmes
2019 / 20 Target: 100% implementation of 2019/20 communications strategy targets as indicated in the implementation plan

Quarterly Milestones / Timeframes	Key Activities / Initiatives

Q1:
100% implementation of the quarter one requirements of the annual implementation plan of the department's communication strategy
	• Produce two (2) Corporate Publications
	  – Annual Performance Plan (APP)
	  – One (1) Edition of Bojanala
	• Internal Publications
	  – Produce three (3) Madireng newsletters
	  – Produce three (3) Bareng Bulletins
	• Events Hosted
	  – Development of Annual Events Calendar and Comms Plans for Events
	  – One (1) Budget Vote
	  – Three (3) Ministria Imbizo
	  – One (1) Staff Imbizo
	  – Youth Month Event
	• Branding
	  – Approve Co-Branding Strategy for Events
	  – Term of Reference Brand Ambassadors
	  – Branding Plan for Infrastructure
	    o Tourism House
	    o WIT Projects
	• Media
	  – Quarterly Media Briefing
	  – Three (3) Media Analysis Report
	  – Implement three (3) Media Partnerships
	  – Post Budget Briefing Media Engagements

Strategic outcome orientated goal: Achieve good corporate and cooperative governance
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities **Objective statement:** To implement a communication strategy that creates awareness, enables participation and access to information about departmental services and programmes
2019 / 20 Target: 100% implementation of 2019/20 communications strategy targets as indicated in the implementation plan

Quarterly Milestones / Timeframes	Key Activities / Initiatives

	• Digital Media and Website Development
	  – Launch Redesigned Departmental Website
	  – Develop Social Media Diagnostics Reports
	• On Customer Relations
	  – Develop Call Centre FAQ and Reference Guide
	  – Workshop Call Centre Reference Guide

Q2:
100% implementation of the quarter one requirements of the annual implementation plan of the department's communication strategy
	• Produce two (2) Corporate Publications:
	  – Annual Report
	  – One (1) Edition of Bojanala
	• Internal Publications
	  – Produce three (3) Madireng newsletters
	  – Produce three (3) Bareng Bulletins
	• Events Hosted
	  – Tourism Month Media Launch
	  – One (1) Budget Vote
	  – Three (3) Imbizo
	  – One (1) Staff Imbizo
	  – Nelson Mandela International Day
	  – Women's Month Campaign
	• Branding
	  – Tourism Month Branding Plan Term of Reference Brand Ambassadors
	  – Branding Plan for Infrastructure
	    o Tourism House
	    o WIT Projects

Strategic outcome orientated goal: Achieve good corporate and cooperative governance
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities **Objective statement:** To implement a communication strategy that creates awareness, enables participation and access to information about departmental services and programmes
2019 / 20 Target: 100% implementation of 2019/20 communications strategy targets as indicated in the implementation plan

Quarterly Milestones / Timeframes	Key Activities / Initiatives

	• Media Relations
	  – 1 Quarterly Media Briefing
	  – Three (2) Media Analysis Report
	  – Implement three (3) Media Partnerships
	• Develop Digital Media and Website
	  – Website Daily Maintenance
	  – Develop Social Media Diagnostics Reports
	• On Customer Relations:
	  – Develop Call Centre FAQ
	  – Develop Call Centre Manual & Customer Care

Q3:
100% implementation of the quarter one requirements of the annual implementation plan of the department's communication strategy
	• Produce two (2) Corporate Publications
	  – One (1) Edition of Bojanala
	  – Festive Season Publications
	• Internal Publications
	  – Produce three (3) Madireng newsletters
	  – Produce three (3) Bareng Bulletins
	• Events Hosted
	  – Festive Season Campaign
	  – Three (3) Imbizo
	  – One (1) Staff Imbizo
	• Branding
	  – Festive Season Campaign
	  – Branding Plan for Infrastructure

Strategic outcome orientated goal: Achieve good corporate and cooperative governance
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities **Objective statement:** To implement a communication strategy that creates awareness, enables participation and access to information about departmental services and programmes
2019 / 20 Target: 100% implementation of 2019/20 communications strategy targets as indicated in the implementation plan

Quarterly Milestones / Timeframes	Key Activities / Initiatives

	– 1 Quarterly Media Briefing
	  – Three (3) Media Analysis Report
	• Develop Digital Media and Website
	  – Daily Website Maintenance
	  – Develop Social Media Diagnostics Reports
	• On Customer Relations:
	  – Update Call Centre FAQ

Q4:
100% implementation of the quarter one requirements of the annual implementation plan of the department's communication strategy
	• Produce 4 Corporate Publications
	  – Annual Performance Plan (APP)
	  – Edition of Bojanala
	  – Tour Guide & Careers Publication
	• Internal Publications
	  – Produce three (3) Madireng newsletters
	  – Produce three (3) Bareng Bulletins
	• Events Hosted
	  – Easter Season Campaign
	  – Three (2) Imbizo
	  – International Tour Guide Day
	  – TVET / Universities/ Youth Expos

Strategic outcome orientated goal: Achieve good corporate and cooperative governance
Strategic objective 2: To enhance understanding and awareness of the value of tourism and its opportunities **Objective statement:** To implement a communication strategy that creates awareness, enables participation and access to information about departmental services and programmes
2019 / 20 Target: 100% implementation of 2019/20 communications strategy targets as indicated in the implementation plan

Quarterly Milestones / Timeframes	Key Activities / Initiatives
	– Branding Plan for Infrastructure o Tourism House o WIT Projects • Media – Quarterly Media Briefing – Three (3) Media Analysis Report – Implement three (3) Media Partnerships • Develop Digital Media and Website – Daily Website Maintenance – Monthly Social Media Diagnostics Reports • On Customer Relations: – Update Call Centre FAQ

ANNEXURE C: TECHNICAL DESCRIPTION OF PROGRAMME

Programme 1: Corporate Management Technical Indicator Descriptions

Indicator title	PPI 1: Audit outcomes on financial and non-financial performance
Short definition	Maintenance of clean administration characterised by compliance with and regulations, no findings on pre-determined objectives, and no findings on financial management. The Auditor-General performs audit procedures that concludes on reliability and usefulness of financial and non-financial performance information
Purpose/importance	To ensure good governance
Source/collection of data	Departmental performance and financial systems and records
Method of calculation	Audit procedures
Data limitations	Risk of misstatements or incomplete, inaccurate, unverified financial and non-financial performance information
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Performance higher than target is acceptable, i.e. unqualified audit outcome on financial and non-financial performance without matters of emphasis
Indicator responsibility	• Chief Financial Officer • Director: Strategic Management, Monitoring and Evaluation

Indicator title	PPI 2: Vacancy rate
Short definition	Percentage of vacant posts as a proportion of funded posts
Purpose/importance	To maintain adequate levels of human resource capacity for the department below the tolerance level of 10%
Source/collection of data	PERSAL system
Method of calculation	Percentage of vacant posts as a proportion of funded posts (Number of funded vacant posts / total funded establishment = vacancy rate)
Data limitations	• Risk of inaccurate, unverified data on PERSAL • Risk of PERSAL not being unavailable (offline)
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	Performance lower than target is acceptable, i.e. vacancy rate lower than 10%
Indicator responsibility	Director: Human Resources Administration and Employee Relations

Indicator title	PPI 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan
Short definition	• Percentage women representation in the Senior Management Service • Percentage representation of people with disabilities as a proportion of the filled posts • Percentage representation of black people as a proportion of filled posts
Purpose/importance	To maintain equity representation for prioritised categories in line with the Employment Equity Plan
Source/collection of data	PERSAL system
Method of calculation	Proportional representation of prioritised categories against filled posts, or against filled SMS posts for women representation
Data limitations	• Risk of inaccurate, unverified data on PERSAL • Risk of PERSAL not being unavailable (offline) • Undisclosed disabilities
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Human Resources Administration and Employee Relations

Indicator title	PPI 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions
Short definition	Measures level of progress with implementation of the WSP, i.e. a guiding document that outlines the training and development interventions on which the department is planning to focus for a particular financial year
Purpose/importance	To address identified skills gaps through capacity development interventions
Source/collection of data	Progress reports from HRD Unit
Method of calculation	Number of interventions implemented against the total planned for the year
Data limitations	Risk of incomplete, inaccurate reporting
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Human Utilisation and Employee Health and Wellness

Indicator title	PPI 5: Percentage implementation of the annual internal audit plan
Short definition	Measures level of progress with the implementation of the risk based internal audit plan
Purpose/importance	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	Reports from Internal Audit Unit
Method of calculation	Number of audits finalised against the total planned for the year
Data limitations	Risk of incomplete or inaccurate reporting
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Internal Audit

Indicator title	PPI 6: Percentage implementation of the communication strategy
Short definition	Measures level of progress with the implementation of the communication strategy
Purpose/importance	To measure implementation of 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
Source/collection of data	Reports from the Communications Unit
Method of calculation	Number of finalised projects against the total planned for the year in the Communications Strategy Implementation Plan
Data limitations	Risk of incomplete or inaccurate reporting
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Communications

Indicator title	PPI 7: Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs
Short definition	Measures percentage expenditure from B-BBEE-compliant businesses and SMMEs
Purpose/importance	To direct departmental expenditure such that it supports government's economic transformation agenda
Source/collection of data	LOGIS system
Method of calculation	Expenditure on procurement from B-BBEE compliant businesses and SMMEs as a proportion of total departmental expenditure
Data limitations	• Risk of inaccurate, unverified data on LOGIS system • Risk of LOGIS not being unavailable (offline)
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but with modification
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Financial Officer

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

Indicator title	PPI 1: Development of Policy framework to support SA Missions for tourism development and promotion.	Indicator title	PPI 2: Number of Tourism Monitoring and Evaluation reports developed
Short definition	Measures the impact of support provided to SA Missions in promoting South Africa as a destination of choice	Short definition	Measures the development and implementation of monitoring and evaluation reports to inform planning and decision making
Purpose/importance	To strengthen two way communication between SA's Missions and the tourism sector to promote South Africa as a destination of choice	Purpose/importance	Monitoring and evaluation systematically and objectively assesses progress, relevance, effectiveness, efficiency, sustainability and impact of activities in the light of programme performance, focusing on the analysis of the progress made towards the achievement of the stated objectives. Monitoring and evaluation generates data that allows for cumulative learning which, in turn, contributes to better designed programmes, improved management and a better assessment of their impact
Source/collection of data	Reports from the Unit	Source/collection of data	Reports from the Unit
Method of calculation	By observation	Method of calculation	Simple count
Data limitations	Risk of inaccurate or incomplete reports	Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output	Type of indicator	Output
Calculation type	Non-cumulative	Calculation type	Non-cumulative
Reporting cycle	Quarterly	Reporting cycle	Quarterly
New indicator	No	New indicator	No
Desired performance	Performance higher than target is acceptable	Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: International Relations and Cooperation	Indicator responsibility	Chief Director: Policy Planning and Strategy Chief Director: Research and Knowledge Management

Indicator title	PPI 3: Number of information systems implemented
Short definition	Measures the number of information systems implemented for the collection, recording, management and dissemination of information and data on tourism trends
Purpose/importance	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	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of inaccurate or incomplete reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new but modified
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Research and Knowledge Management

Indicator title	PPI 4: Number of sub-systems developed for the National Tourism Information and Monitoring System (NTIMS)
Short definition	Measures the development of sub-systems to enrich information available in the NTIMS
Purpose/importance	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	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of inaccurate or incomplete reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Research and Knowledge Management

Indicator title	PPI 5: Number of information dissemination platforms hosted
Short definition	Measures the number platforms to engage and disseminate research information to tourism stakeholders
Purpose/importance	• 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	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of inaccurate or incomplete reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Research and Knowledge Management

Indicator title	PPI 6: Number of initiatives conducted to promote digitalisation within the tourism sector
Short definition	Measures number of initiatives conducted to inform digital transformation and modernisation within the South African tourism sector
Purpose/importance	The development of a digitalisation framework informed by a comprehensive environmental scan focusing on tourism subsectors, trends, people, processes, information and systems to promote cost reduction, enhanced customer service and sustainable growth and development within the Sector through digitalisation. This effort will promote and support sustainable growth and development; increased service delivery and job creation within the sector
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of inaccurate or incomplete reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Research and Knowledge Management

Indicator title	PPI 7: Number of initiatives facilitated for regional integration
Short definition	Measures number of initiatives implemented to strengthen cooperation in sustainable tourism growth on the multilateral, bilateral and regional fora
Purpose/importance	To foster mutual cooperation on regional tourism growth and development framework, contributing towards advancement of South Africa's national interests
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of inaccurate or incomplete reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: International Relations and Cooperation

Programme 3: Destination Development technical indicator descriptions

Indicator title	PPI 1: Number of destination planning and investment coordination initiatives undertaken
Short definition	Measures quantity of destination planning and investment coordination projects that will be implemented in the medium-term in order to support destination enhancement
Purpose/importance	Destination planning initiatives guide the development of specific geographic areas of tourism potential to enable investment promotion. It also ensures the creation of relevant and impactful tourism products and experiences, with a view to growing and transforming tourism as well as ensuring that the sector is inclusive
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reporting
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Destination Planning and Investment Co-ordination

Indicator title	PPI 2: Number of destination enhancement initiatives supported
Short definition	Measures quantity of destination enhancement projects that will be implemented in the medium-term in order to improve destination competitiveness
Purpose/importance	Destination enhancement initiatives bring into effect prioritised tourism projects identified during destination planning in order to improve destination competitiveness
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reporting
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Tourism Enhancement

Indicator title	PPI 3: Number of full-time equivalent jobs (FTE) created through Working for Tourism projects
Short definition	Measures the 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
Purpose/importance	To achieve the EPWP objectives of job creation while addressing tourism objectives of skills and infrastructure development
Source/collection of data	Reports from the Unit
Method of calculation	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
Data limitations	Risk of incomplete, inaccurate and inadequate reporting
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Working for Tourism

Programme 4: Tourism Sector Support Services technical indicator descriptions

Indicator title	PPI 1: Number of awareness sessions hosted
Short definition	Measures the number of platforms created for peer learning and information sharing about tourism development at local government level
Purpose/importance	To raise awareness about services that the department offers in order to enhance access to such services but various stakeholders at local government level and create per learning networks
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Tourism Visitor Services

Indicator title	PPI 2: Number of incentivised programmes implemented
Short definition	Measures incentives provided to encourage enterprise growth, development and transformation through financial support to facilitate improved market access, conformity to quality standards, resource efficiency and investment by black investors in tourism
Purpose/importance	To improve the competitiveness of tourism enterprises through capital incentive programmes (e.g. resource efficiency and transformation) and non-capital incentives (e.g. market access and tourism grading) that will facilitate enterprise growth, development and sector transformation
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Tourism Incentive Programme

Indicator title	PPI 3: Number of initiatives implemented to support Domestic Tourism Growth Strategy
Short definition	Measures initiatives undertaken to implement the Domestic Tourism Growth Strategy to encourage the culture of travel and grow the domestic market
Purpose/importance	To encourage the culture of travel and grow domestic tourism market
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Enterprise Development and Transformation

Indicator title	PPI 4: Number of enterprise development initiatives implemented.
Short definition	Measures initiatives that systematically assist mostly new entrepreneurs to be successful and usually has a deliberate and effective strategy to incubate and graduate incubates into successful businesses
Purpose/importance	To create a channel through which economic inclusion is achieved by supporting competitive tourism businesses in thriving tourism hubs in order to ensure business growth and reduce failure, create sustainable jobs and contribute to economic development
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Enterprise Development and Transformation

Indicator title	PPI 5: Number of initiatives for improving visitor services implemented.
Short definition	Measures number of initiatives undertaken to improve visitor services
Purpose/importance	To provide quality visitor experience for tourists thereby improving the competitiveness of the destination and encourage return visitation
Source/collection of data	Reports from the Unit
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Tourism Visitor Services

Indicator title	PPI 6: Number of capacity-building programmes implemented.
Short definition	Measure the number of skills development and capacity building interventions rolled out in support of the Tourism Human Resources Strategy
Purpose/importance	To ensure that adequate level of skills and capacity required by the sector is available
Source/collection of data	Reports from the Branch
Method of calculation	Simple count
Data limitations	Risk of incomplete or inaccurate reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Deputy Director-General: Tourism Sector Support Services

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