

TWENTY  
23/24

# ANNUAL PERFORMANCE PLAN



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



*Inspiring new ways*

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# LIST OF ACRONYMS AND ABBREVIATIONS

<b>ACSA</b>	Airports Company South Africa
<b>AGSA</b>	Auditor-General of South Africa
<b>APP</b>	Annual Performance Plan
<b>AU</b>	African Union
<b>BAS</b>	Basic Accounting System
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BRICS</b>	Brazil, Russia, India, China and South Africa
<b>CAF</b>	Commission for Africa
<b>CFO</b>	Chief Financial Officer
<b>CMT</b>	Coastal and Marine Tourism
<b>COGTA</b>	Cooperative Governance and Traditional Affairs
<b>COVID-19</b>	Coronavirus disease 2019, also referred to as Coronavirus
<b>CSD</b>	Central Supplier Database
<b>DBSA</b>	Development Bank of Southern Africa
<b>DG</b>	Director-General
<b>DDG</b>	Deputy Director-General
<b>DDM</b>	District Development Model
<b>DFIs</b>	Development Finance Institutions
<b>DHA</b>	Department of Home Affairs
<b>DOT</b>	Department of Transport
<b>DPSA</b>	Department of Public Service and Administration
<b>DT</b>	Department of Tourism
<b>EC</b>	Eastern Cape Province
<b>EE</b>	Employment Equity
<b>EDP</b>	Executive Development Programme
<b>EPWP</b>	Expanded Public Works Programme

<b>ERRP</b>	Economic Reconstruction and Recovery Plan
<b>FEDHASA</b>	Federated Hospitality Association of South Africa
<b>FET</b>	Further Education and Training
<b>FS</b>	Free State Province
<b>FTEs</b>	Full-time equivalent
<b>G20</b>	Group of 20: Intergovernmental Forum comprising 19 countries and the European Union
<b>GDP</b>	Gross Domestic Product
<b>GP</b>	Gauteng Province
<b>GTIP</b>	Green Tourism Incentive Programme
<b>HRD</b>	Human Resource Development
<b>HYP</b>	Hospitality Youth Programme
<b>IATA</b>	International Air Transport Association
<b>IORA</b>	Indian Ocean Rim Association
<b>ICT</b>	Information and Communications Technology
<b>IMF</b>	International Monetary Fund
<b>JCSP</b>	Justice, Crime Prevention and Security Cluster
<b>KZN</b>	KwaZulu-Natal Province
<b>LP</b>	Limpopo Province
<b>MANCO</b>	Management Committee
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MoA</b>	Memorandum of Agreement
<b>MoU</b>	Memorandum of Understanding
<b>MoUs</b>	Memoranda of Understanding
<b>MMS</b>	Middle Management Services
<b>MP</b>	Mpumalanga Province

<b>MTEF</b>	Medium Term Expenditure Framework
<b>NATJOINTS</b>	National Joint Operational and Intelligence Structure
<b>NC</b>	Northern Cape Province
<b>NDP</b>	National Development Plan
<b>NEF</b>	National Empowerment Fund
<b>NT</b>	National Treasury
<b>NTCE</b>	National Tourism Careers Expo
<b>NTSF</b>	National Tourism Safety Forum
<b>NTSS</b>	National Tourism Sector Strategy
<b>NW</b>	North West Province
<b>NYCTP</b>	National Youth Chefs Training Programme
<b>OCFO</b>	Office of the Chief Financial Officer
<b>OD&amp;SDI</b>	Organisational Design and Service Delivery Improvement
<b>PERSAL</b>	Personal and Salary System
<b>PFMA</b>	Public Finance Management Act, 1999 (Act No 1 of 1999)
<b>PTCE</b>	Provincial Tourism Careers Expos
<b>PWDs</b>	People with Disabilities
<b>RECP</b>	Resource Efficiency Cleaner Production
<b>RMC</b>	Risk Management Committee
<b>RPL</b>	Recognition of Prior Learning
<b>SADC</b>	Southern African Development Community
<b>SANBI</b>	South African National Biodiversity Institute
<b>SANCB</b>	South African National Convention Bureau
<b>SANParks</b>	South African National Parks
<b>SAPS</b>	South African Police Service
<b>SARB</b>	South African Reserve Bank
<b>SA Tourism</b>	South African Tourism
<b>SCA</b>	Supreme Court of Appeal

<b>sefa</b>	Small Enterprise Finance Agency
<b>SITA</b>	State Information Technology Association
<b>SLA</b>	Service Level Agreement
<b>SMME</b>	Small, Medium and Micro Enterprise
<b>SMS</b>	Senior Management Service
<b>SOEs</b>	State-Owned Enterprises
<b>SR</b>	Strategic Risk
<b>Stats SA</b>	Statistics South Africa
<b>STR</b>	State of Tourism Report
<b>TBCSA</b>	Tourism Business Council of South Africa
<b>TBD</b>	To be determined
<b>TEF</b>	Tourism Equity Fund
<b>TGCSA</b>	Tourism Grading Council of South Africa
<b>TGSP</b>	Tourism Grading Support Programme
<b>the dtic</b>	The Department of Trade, Industry and Competition
<b>THRD</b>	Tourism Human Resource Development
<b>TID</b>	Technical Indicator Description
<b>TIP</b>	Tourism Incentive Programme
<b>TRF</b>	Tourism Relief Fund
<b>TSRP</b>	Tourism Sector Recovery Plan
<b>TTF</b>	Tourism Transformation Fund
<b>TVET</b>	Technical and Vocational Education and Training
<b>UNWTO</b>	United Nations World Tourism Organisation
<b>WC</b>	Western Cape Province
<b>WHS</b>	World Heritage Site
<b>WiT</b>	Women in Tourism
<b>WSP</b>	Workplace Skills Plan
<b>WTTC</b>	World Travel and Tourism Council

# EXECUTIVE AUTHORITY STATEMENT

I am honoured to join the Department of Tourism and to present its 2023/24 Annual Performance Plan.

Besides focusing on achieving the seven key priorities of Government, the Department will be focusing on the key overarching interventions as identified in the Economic Reconstruction and Recovery Plan (ERRP) and Tourism Sector Recovery Plan (TSRP), to facilitate amongst others, the creation of jobs, greater diversification of the supply side of the tourism market, increased quantum and focused investment into infrastructure in the tourism sector.

Although the tourism sector was severely impacted by the COVID-19 (Coronavirus disease 2019, also referred to as Coronavirus) pandemic the sector is back on a growth path where foreign tourist arrivals and domestic business and leisure travel are gradually increasing, signalling that the sector is well on its way to recovery.

Together with stakeholders within the value chain, the Department will continue to implement the Tourism Sector Recovery Plan (TSRP) in terms of focusing on the following seven strategic interventions, to support the revival of the sector:

1. Implement norms and standards for safe operation across the tourism value chain to enable safe travel and rebuild traveller confidence;
2. Stimulate domestic demand through targeted initiatives and campaigns;
3. Strengthen the supply-side through resource mobilisation and investment facilitation;
4. Support for the protection of core tourism infrastructure and assets;
5. Execute a global marketing programme to reignite international demand;
6. Tourism regional integration; and
7. Review tourism policy to provide enhanced support for sector growth and development.



**Ms Patricia De Lille, MP:** Minister of Tourism

In strengthening regional cooperation, the Department continues to sign Memoranda of Understanding (MoUs) with the countries that provide markets for increasing the tourist arrivals to South Africa. In its work to establish strategic partnerships the Department has planned to continue to host the Sharing of Best Practices Workshop 2024, targeted at African countries with whom South Africa has signed tourism agreements. This also helps to implement signed agreements and to engage countries that we are negotiating MoUs with.

Participation in multilateral bodies for, including the United Nations World Tourism Organisation (UNWTO), the Group of 20: Intergovernmental Forum comprising 19 countries and the European Union (G20), the Brazil, Russia, India, China and South Africa multi-lateral body (BRICS), the Southern African Development Community (SADC), the Indian Ocean Rim Association (IORA) and the African Union (AU), provides South Africa not only with the opportunity to learn and share experiences in key tourism areas, but to advance South Africa's tourism interests at the regional, continental and global level. These fora are important from the perspective of attracting foreign investment into our country but also to attract tourists that will in

turn stimulate and grow the tourism sector and create more jobs. The participation in these fora will therefore not only continue but will also be prioritised.

I am looking forward to working with the Tourism Department's Administration and with our sister government departments.

I appreciate continued commitment of the Deputy Minister, Mr Fish Mahlalela, MP, and the Director General, Mr Victor Tharage, and am looking forward to working together with them in leading and directing efforts to fulfil the Department's mandate effectively.

I hereby present the Department of Tourism's 2023/24 Annual Performance Plan.



**Ms Patricia De Lille, MP**

**Minister of Tourism**



## DEPUTY MINISTER STATEMENT



**Mr Fish Mahlalela:** Deputy Minister of Tourism

During this period under review, our approach was guided by cautious optimism emboldened by the positive developments and strong recovery of the tourism sector and maintaining its resilient positive trajectory.

Undoubtedly, it is quite clear that travel and tourism are the most significant contributors to the world economy and to the individual economies of many nations. According to statistics from the World Travel and Tourism Council (WTTC), prior to the onset of the COVID-19 pandemic, travel and tourism, including its direct, indirect and induced impacts, accounted for 10,3% of global Gross Domestic Product (GDP), amounting to some US\$9,6 trillion.

Moreover, tourism undoubtedly promotes cultural understanding and respect for diversity by encouraging interactions between people from different backgrounds and geographies.

Of further importance, and in line with the inclusion and sustainability element, the local tourism sector has a significant population of small businesses.

From the onset of our constitutional democracy in 1994, our Government has placed particular emphasis on the stimulation and promotion of small and medium-sized businesses, particularly among the historically disadvantaged sections of our society, as a means to address historical apartheid-induced economic exclusion, creating jobs, ensuring equitable wealth distribution, and generally making the South African economy more globally competitive and dynamic.

It is for these reasons that travel and tourism feature prominently in various South African government policies, strategies and pronouncements including the National Development Plan (NDP) 2030, the Tourism White Paper, the National Tourism Sector Strategy (NTSS), the TSRP, the ERRP, and the President's State of

the Nation Addresses, to mention just a few. A common thread running through all these frameworks and pronouncements is a clear recognition of the travel and tourism sector's critical contribution towards the attainment of critical socio-economic development outcomes including:

- Providing employment to individuals of varying skills levels, women and rural communities;
- Ensuring the geographic spread of economic benefits;
- Growing the country's foreign exchange earnings; and
- Impacting the wider economy through forward and backward linkages with other sectors.

We made serious efforts to promote domestic tourism and to reignite demand from the African continent and the rest of the key international source markets by addressing existing travel barriers which are critical for sector recovery, and in this regard, we engaged with our partners in the public and private sectors for the removal of such barriers.

Although we will continue to encourage our citizens to take a Sho't Left in our beautiful country we are equally excited to welcome our international guests back to South Africa after the COVID-19 pandemic closed almost all borders.

The Department will implement four domestic tourism campaigns. These are meant to support sustained revitalisation of affordable and accessible domestic travel and tourism. Revitalisation of domestic tourism will focus on the growth and development of less visited areas in South Africa.

The Department will invest in the development of community-owned tourism facilities and maintenance of state-owned tourism assets. Over R500 million will be invested in 30 community-owned tourism products across the country and a further R100 million will be invested in the maintenance of state-owned facilities to ensure that they remain in pristine condition and appealing to tourists. The investment in infrastructure by the Department contributes to creating and

enhancing tourism products for inclusive tourism growth mainly in rural areas across all nine provinces.

As part of the destination enhancement and route development, the Department will implement projects to diversify tourism offerings and enhance visitor experience in identified priority areas. In this regard, we will support and monitor implementation of 29 community-based tourism projects across all provinces. These are meant for enhancement of visitor experience within rural communities, grow domestic tourism, job creation and Small, Medium and Micro Enterprise (SMME) development.

Another opportunity for growing visitors lies in the business events subsector. The Business Events Programme is responsible to grow our nation's business events industry. The Programme is led by the South African National Convention Bureau (SANCB), which actively seeks to develop leads for future business events to ensure South Africa can bid to host suitable events.

One of the key strategies to maintain South Africa's position as the number one business events destination in Africa and the Middle East, and to be truly competitive on the international stage, is enhanced focus on business development support to maximise South Africa's chances of winning the rights to host business events.

Up to now, South Africa has won 10 of the 30 bids submitted for the 2022/23 financial year. These secured bids will contribute R81,9 million to South Africa's economy between 2022 – 2025, and attract 3 325 international and regional delegates from an investment of R4,7 million in bid submissions through the bid support programme to attract business events linked with the National Government's development priorities.

In terms of quality assurance tourism is the pillar of our economy. It contributes immensely towards economic growth, job creation and poverty alleviation. Some of the actions that will be taken to boost employment creation, enterprise development and to promote entrepreneurship opportunities, in order to contribute



to growing a vibrant, inclusive and sustainable tourism economy, include continued implementation of the Tourism Grading Support Programme (TGSP). This Programme was introduced in 2015/16 to encourage wider participation in the tourism grading system. The aim was to facilitate an increase in the number of quality assured accommodation and meeting facilities.

Through the TGSP, financial support is provided to encourage wider participation in the grading system of the Tourism Grading Council of South Africa (TGCSA) to ensure uniform and consistent quality standards in facilities and services, to reduce the cost burden on small and medium enterprises and to enhance the overall visitor experience and improve destination competitiveness.

The Department has planned to monitor the implementation of Infrastructure Maintenance Programme in state-owned attractions in five provinces. The primary objective with the Maintenance Programme is to improve and ensure proper maintenance of National Park Assets for destination enhancement, job creation and SMMEs. This programme includes a beautification programme for provincial state-owned attractions as part of the Presidential Employment Stimulus. It will benefit local communities and local SMMEs surrounding state-owned attractions.

At the conclusion of these programmes, learners are provided with accredited or recognised certificates and are well positioned to further their studies at Technical and Vocational Education and Training (TVET) Colleges.

Department will continue to implement the youth skills development programme nationwide, leaving a dent on the scourge of unemployment and consequential social strife. The various training programmes being offered focus on interventions to improve visitor experience, and are based on industry demand for these skills. These various training programmes are implemented in partnership with the private sector. The objective is to contribute towards poverty alleviation through payment of stipends; placement of learners in Tourism and Hospitality establishments, thereby granting them exposure to job opportunities and income generation. At the end of these programmes, learners are provided with accredited or recognised

certificates and are well positioned to further their studies at Further Education and Training (FET) Colleges.

The programmes include the following, amongst others:

- Targeting 50 Chefs to undergo a Recognition of Prior Learning (RPL) process to obtain professional designations or qualification. The Programme targets employees who have acquired experience and skills over the years, but never got a chance to access formal education and training, therefore have no formal qualification to show. The project is in its second year of implementation, and indications are that there is a high uptake of learners and interest in the industry.
- Training of 250 SMMEs and 1 500 unemployed youth on norms and standards for safe tourism operations in all nine provinces. The project is meant to facilitate a consensus on minimum universal practices which the sector abides by. The norms and standards further provide assurance to potential visitors and stakeholders of the safety of South Africa's tourism products and services.
- Training of 1 500 unemployed youth on identified skills development programmes. This programme is implemented to develop the skill sets of unemployed South African youth between the age of 18-35 years through Expanded Public Works Programme (EPWP) by creating temporary jobs for the unemployed youth.
- Hosting of the National Tourism Careers Expo (NTCE). The Department implements this project to promote tourism as a career, profession and business of choice whilst inversely presenting a platform for industry to sell itself as an employer of choice. The NTCE is meant to attract young people's interest in tourism education and training so as to keep the future skills supply pipeline and flowing with quality human capital.

South Africa continues to enhance ease of access for tourism priority markets. In December 2022, Kenya and South Africa agreed that Kenyan travellers would qualify for visa-free entry for a period of 90 days at the beginning of 2023. Prior to that

the Department of Home Affairs implemented the e-visa regime for 15 countries to enable access to those markets not qualifying for visa waiver and Kenya was part of the e-visa regime. Where the e-visa regime has been implemented, there has been an indication that it requires improvement (e.g. in Nigeria, outstanding documents were still submitted in person, instead of being able to be uploaded onto the existing application). Thus, the main issue is efficiency.

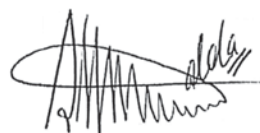
An analysis of SA Tourism priority markets in 24 markets shows that the prioritised tourism markets enjoy a relatively liberal visa regime. Thus, more work is required for market development (e.g. Eastern Europe, Asia and the African Continent). The Department of Tourism will continue to work with its partners in government and the private sector to monitor and support the implementation of the e-visa system and the requirements for tourists to visit South Africa and for the re-establishment of South Africa's airlift capacity to ensure adequate airlift capacity for tourism markets.

Lastly, the efforts by the officials under the leadership of the Director-General to work tirelessly and protect the public resources that they are custodians of, are highly appreciated.

Let me thank the Portfolio Committee on Tourism and the Select Committee on Trade and Industry, Economic Development, Small Business Development, Tourism, Employment and Labour for their thorough engagement and counselling in our work.

Moreover, let me applaud the Minister for her sterling work in her guidance of the Department to continue with the exceptional performance and recovery of our sector so that all South Africans and our visitors may have a splendid experience about our country.

Let me also express my warm welcome to the new Minister Patricia De Lille. I have full confidence in her capabilities that she will steer this ship in the right direction, with the support of everyone including all our social partners.



**Mr Fish Mahlalela**  
**Deputy Minister of Tourism**

## ACCOUNTING OFFICER STATEMENT



**Mr Nkhumeleni Victor Tharage:** Accounting Officer

Growth of tourism to and within South Africa requires of the Department to provide an enabling environment in order to realise improvements in the tourism offering, visitor experience, and access to the destination, while deliberately ensuring that the tourism sector transformation levels improve significantly. To this end, the Department's plans are purposefully designed to realise progress in the following areas, amongst others:

- Improvement of tourism assets and infrastructure to make South Africa a diverse and unique tourism destination;
- Offering of excellent service and creating memorable experiences, which meet and exceed the expectations of tourists (including tourists' safety);
- Development of a culture of travel amongst South Africans supported by a diverse and responsive product range to fully benefit from the domestic market; and,
- Ensuring sustainability of Working for Tourism capital projects to ensure that communities benefit from tourism development.

Offering excellent service and creating memorable experiences that meet and exceed the expectations of tourists remains an important element of our plan. It includes addressing safety and security concerns of visitors, both of which are vital to providing a quality tourism experience. More than any other economic activity, the success or failure of a tourism destination depends on its ability to provide a safe and secure environment for visitors. Safety concerns of visitors are addressed through our collaboration with the South African Police Service (SAPS) to implement elements of the National Tourism Safety Strategy. The strategy advocates for the implementation of a multidisciplinary Integrated Tourist Safety Action Plan. The action plan includes plans for the establishment of a Tourism Reserve Police capacity.

Visitor experience is a critical factor for our ability to attract visitors to our shores and within South Africa. In this regard, we implement the Service Excellence Standard (SANS: 1197) with a focus on small towns and tourism product support. The project is meant to assist to create a culture of service excellence at a town level, through empowerment and participation of communities, organisations and the tourism value chain. Collaboration with partners across government and in the private sector is therefore central to our efforts to address all facets of visitor experience in South Africa.

The Department has planned to conduct tourist safety campaigns. The objective is to enhance tourism safety awareness at key tourism attractions and within destinations. These campaigns will be conducted jointly with provinces and other

stakeholders with interest in tourism safety and security, including SAPS, South African Tourism (SA Tourism), the Tourism Business Council of South Africa (TBCSA), provinces and municipalities. The initiative is in line with the Tourism Safety Plan which is derived from the Safety Strategy.

Programmes which support the most vulnerable in society, including unemployed youth, as well as SMMEs in rural villages and towns, will continue to be implemented. These are targeted nationally through our Working for Tourism Programme, the incentive programme as well as the skills development programme. Our Enterprise Development and Transformation Programme enables us to implement projects that provide various support packages to SMMEs, drive transformation and ensure the development of emerging operators. These projects include implementation of the Business Support and Development Incubation Programme through the Tourism Technology and Innovation Incubator, Food Service Incubator and the Community-based Tourism Enterprises Incubator. For the 2023/23 financial year, we have planned to establish two new business incubators, namely, Business Advisory Services focusing on Women in Tourism in Limpopo, and the Business Advisory Services focusing on Homestay Pilot.

The Tourism Incentive Programme (TIP) which we implement, supports greater destination competitiveness, transformation and accelerated tourism and enterprise growth. Through the TIP, we will continue to implement in 2023/24 financial year, amongst others, the Green Tourism Incentive Programme (GTIP). The GTIP provides financial support to encourage and assist privately-owned tourism enterprises to adopt responsible tourism practices through installing solutions for the sustainable management and usage of electricity and water resources. It is anticipated that the project will not only help reduce pressure on the national electricity grid and scarce water resources, but will also facilitate a reduction in operational costs for enterprises over the long term.

We will continue to participate in the District Development Model (DDM) process. Through our continued participation in this process, we will facilitate the implementation of developed tourism concepts through the DDM One Plans for OR Tambo District, eThekweni Metro, Pixley Ka Seme District, and Namakwa District. The project is meant to develop memorable visitor experiences, through implementation of tourism district plans by developing tourism concepts of prioritised initiatives. The project benefits provinces, districts and municipalities, previously disadvantaged people, surrounding communities, tourism businesses and infrastructure.

The Department is already implementing multi-year spatial planning and infrastructure projects that support rural and township economies including

infrastructure maintenance in South African National Parks (SANParks) properties. These provide support for community-based tourism projects and community museums. It is anticipated that the Programme will continue to contribute to tourism development in villages and small towns to ensure that tourism benefits accrue to these communities, especially those around key attractions and sites such as villages surrounding national parks.

The TSRP, approved by Cabinet on 21 March 2021, was initiated as a response to the COVID-19 pandemic, and to facilitate the recovery of the sector. It contains 10 strategic interventions which are currently being implemented to protect and rejuvenate supply, re-ignite demand and strengthen enabling capability for long-term sustainability. To further drive this recovery, a key component of the TSRP which we will continue to focus on is the implementation of the norms and standards for safe operations within the tourism sector. These provide uniformity in view of the sector's approach to safety post the declaration of the national state of disaster. The objective is to rebuild traveller confidence in the safety of Destination South Africa.

The Department and its entity, SA Tourism, are working to ensure that international and local tourists have the best experience and get value for what they are spending. Tourists need to feel safe and have ease of movement which also talks to road and rail infrastructure. This requires a whole-of-government approach in order for the tourism recovery plan to work.

None of the above activities and countless other initiatives would be possible without a partnership and collaboration with all of our stakeholders in the tourism sector. We appreciate the role and contribution of all of our stakeholders in the implementation of our plans.

The roles played by the Minister and Deputy Minister, the Portfolio and Select Committees with regard to oversight on our operations, is greatly appreciated.

Appreciation also goes to the officials at our Department who fulfil their roles to ensure that our commitments made through plans such as this Annual Performance Plan (APP) translate into reality.




**Mr Nkhumeleni Victor Tharage**  
**Accounting Officer**

# 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;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Tourism is responsible; and
- Accurately reflects the Outcomes and Outputs which the Department of Tourism will endeavour to achieve over the period 2023/2024.

Signature:   
**Ms Rhulani Ngwenya**  
Deputy Director-General: Administration

Signature:   
**Ms Mmaditlonki Setwaba**  
Deputy Director-General: Tourism Sector  
Support Services


Signature:   
**Mr Nkhumeleni Victor Tharage**  
Accounting Officer


Signature:   
**Ms Anemé Malan**  
Deputy Director-General: Tourism Research,  
Policy and International Relations

Signature:   
**Ms Malemane Maponya**  
Chief Financial Officer

Signature:   
**Mr Fish Mahlalela, MP**  
Deputy Minister

**APPROVED BY**

Signature:   
**Ms Shamilla Chettiar**  
Deputy Director-General: Destination  
Development

Signature:   
**Ms Nomzamo Bhengu**  
Chief Director: Strategy and Systems

Signature:   
**Ms Patricia De Lille, MP**  
Executive Authority





PART A

OUR MANDATE

## 1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

### 1.1 Legislative mandate

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

### 1.2 Policy mandate

- The White Paper on the Development and Promotion of Tourism in South Africa, 1996, provides a framework and guidelines for tourism development and promotion in South Africa.
- The NDP is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The Re-imagined Industrial Strategy identifies tourism as one of the seven national priority sectors.
- The NTSS guides the strategic development and growth on the tourism sector in pursuit of NDP targets.
- The TSRP sets out interventions to ignite the recovery of the tourism sector, and to place it on a path to long-term sustainability whilst contributing to the implementation of the ERRP.

## 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

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

- NTSS, 2016.
- Tourism Act, 2014.
- National Grading System.

## 3. UPDATES TO RELEVANT COURT RULINGS

- The TEF: Applicants brought an application in the High Court against the Minister of Tourism and Others. The application consisted of two parts: Part A and Part B. In Part A, the Applicants sought an interdict against the Minister and the Small Enterprise Finance Agency (sefa) from processing TEF applications and making payments to identified TEF beneficiaries pending the hearing of Part B of the application.
- In Part B, the Applicants sought an order for the review and setting aside of the TEF for being unconstitutional. The High Court ruled in favour of the Applicants and interdicted and set aside the processing of any TEF applications and/or payments pending the determination and finalisation of Part B of the application. TEF remains interdicted, pending finalisation of Part B.
- Tourism Relief Fund (TRF): The Supreme Court of Appeal (SCA) declared that the application of the Broad-Based Black Economic Empowerment (B-BBEE) levels as part of the criteria for selection to receive such funds during a state of disaster is illegal. The Constitutional Court did not decide this issue and therefore the SCA's judgement remains the binding authority on it.



# PART B

## OUR STRATEGIC FOCUS

## 4. UPDATED SITUATIONAL ANALYSIS

### 4.1 External Environment Analysis

#### Significance of Tourism

Tourism is a driver of economic growth and a demand stimulator. It is well positioned to link underdeveloped regions with the developed ones as it transcends spatial and geographic boundaries. Tourism ensures that people have access to socio-economic services, opportunities and choices. It creates jobs, generates incomes and creates viable communities. According to the UNWTO, Tourism is also the main bridge for building understanding. It has a unique ability to promote peace between and among peoples everywhere.

Growth in tourism promises accessible employment opportunities, geographic diversification of opportunities and increased foreign currency receipts. The tourism sector is therefore a strategic development priority. The National Treasury's policy document titled *Economic transformation, inclusive growth and competitiveness: towards an Economic Strategy for South Africa*, released in September 2019, regards tourism as one of the sectors that can drive labour-intensive growth and help to combat South Africa's high level of unemployment. The policy document considers tourism to be an important economic driver of rural economies and a mechanism to create sustainable employment opportunities outside urban and industrial areas.

#### Economic Contribution of Tourism

##### Impact on the Global Economy

International tourism recovered to 63% of pre-pandemic levels in 2022, with Europe and the Middle East in the lead.

- International tourism saw stronger-than-expected results in 2022, backed by a large pent-up demand and the lifting or relaxation of travel restrictions in a large number of countries.
- Over 900 million tourists travelled internationally in 2022, i.e. twice as many as those travelling in 2021, albeit still 37% less than in 2019.

- Europe, the world's largest destination region, recorded 585 million arrivals in 2022 to reach nearly 80% of pre-pandemic levels (-21% over 2019). The Middle East enjoyed the strongest relative increase across regions in 2022 with arrivals climbing to 83% of pre-pandemic numbers (-17% vs. 2019).
- Africa and the Americas both recovered about 65% of its pre-pandemic visitors, while Asia and the Pacific reached only 23%, due to stronger pandemic-related restrictions.
- By sub-regions, Western Europe (87%) and the Caribbean (84%) came closest to their pre-pandemic levels.
- The WTTC (2022) reports that before the COVID-19 pandemic, Travel & Tourism (including its direct, indirect, and induced impacts) was one of the world's largest sectors. It accounted for 1 in 4 of all new jobs created in the world, about 10.3% of all jobs (333 million), and 10.3% of global GDP (USD 9.6 trillion).
- Looking ahead, international tourism is set to consolidate its recovery in 2023, backed by pent-up demand, particularly from Asia and the Pacific as destinations and markets open up.
- The UNWTO Panel of Experts Survey indicates that 72% of respondents expect better performance in 2023. However, most experts (65%) also believe international tourism will not return to 2019 levels until 2024 or later.
- Based on UNWTO's scenarios for 2023, international tourist arrivals could reach 80% to 95% of pre-pandemic levels this year, with Europe and the Middle East expected to reach those levels. However, important risks remain ahead, especially economic and geopolitical risks.
- Tourists are expected to increasingly seek value for money and travel close to home in response to the challenging economic environment.

##### Impact on the South African Economy

After two years of stunted tourism performance due to COVID-19 containment measures globally, 2022 began with positive signs of tourism recovery. According to the WTTC estimates (2022), the total contribution of the travel and tourism sector to employment reached resulted in the addition of about 1 081 500 jobs, an increase of 1,9% in 2021 compared to 2020. The travel and tourism sector's total direct contribution to employment increased by 6,8% to reach 543 900 during this period of 2021. Total tourist arrivals went up by 152,6% for the period January-December 2022 compared to the period January-December 2021. This was a growth from a total of 2 255 699 tourist arrivals recorded during January-December 2021 to 5 698 062 during the period

January-December 2022. While these figures show clear signs of recovery, the 2019 levels are still not reached. There is a need to accelerate towards full recovery.

## Status of the TSRP

The TSRP was initiated as a response to the COVID-19 pandemic, and to facilitate the recovery of the sector. The TSRP as approved by Cabinet on 21 March 2021, is a product of a collaborative effort with key stakeholders from government, the sector and other social partners. Tourism is also one of the eight pillars of the ERRP. It is therefore closely aligned to the country's ERRP and will also contribute to economic growth and job creation. There are 10 strategic interventions currently being implemented to protect and rejuvenate supply, re-ignite demand and strengthen enabling capability for long-term sustainability. The Department and its entity SA Tourism are working to ensure international and local tourists have the best experience and get value for what they are spending. Tourists need to feel safe and have ease of movement which also talks to road and rail infrastructure.

## Tourist Safety

The threat posed to the tourism industry by crime is addressed through the National Tourism Safety Forum (NTSF), a public/private sector forum responsible for the coordination and integration of the Tourism Safety Programme and the implementation of a multidisciplinary Integrated Tourist Safety Action Plan. These efforts are led by the SAPS. As part of the MoU signed, there is an agreement that tourism should be a part of the National Joint Operational and Intelligence Structure (NATJOINTS) sub-committee on Crime and Migration. Being a part of this sub-committee ensures that tourism-related matters are included in the agenda and where necessary, intelligence can be conducted to ascertain certain crimes committed against tourist.

The NTSS sets out the short-, medium- and long-term tourism safety priorities, roles and responsibilities of each sphere of government and other relevant stakeholders in the coordination of tourism safety programmes, and ensures mutual support and cooperation between all stakeholders. It also identifies effective joint preventative approaches aimed at reducing opportunities for crime on tourist facilities and operations and the establishment of Tourism Victim Support and After Care Programmes including to facilitate integrated implementation and support of the safety programme.

## Travel Facilitation

### Visa

South Africa continues to enhance ease of access for tourism priority markets. The visa regime has improved over the past few years. The improvement included the addition into the visa waiver regime of travellers from countries such as Qatar, Saudi Arabia, United Arab Emirates, New Zealand, Tunisia, Ghana, Cuba, and São Tomé and Príncipe in 2019.

In December 2022, Kenya and South Africa agreed that Kenyan travellers would qualify for visa free entry for a period of 90 days at the beginning of 2023. Prior to that the Department of Home Affairs had implemented the e-visa regime for 15 countries to enable access to those markets not qualifying for a visa waiver. Kenya was part of the e-visa regime.

Where the e-visa regime had been implemented, there had been indication that its improvements were required (for example, outstanding documents were still being submitted in person in Nigeria, instead of being uploaded online). This indicated that efficiency needed to be addressed.

An analysis conducted by SA Tourism on 24 priority markets across several regions (African, American, European markets; Asia, Australasia and the Middle East markets) indicated that the prioritised tourism markets enjoyed a relatively liberal visa regime. This suggested that more work needed to be focused into market development (e.g. Eastern Europe, Asia and the African Continent).

While South African visa-free markets extend beyond prioritised tourism markets, ensuring that the e-visa system is effective at implementation stage will unlock significant tourism volumes in those markets. Currently, there are more than 83 countries that qualify for visa-free status in South Africa.

### Airlift

Following the easing of COVID-19 related travel restrictions in the majority of countries globally and in South Africa, there has been significant resumption of airlift capacity.



Airports Company South Africa (ACSA) reported that significant capacity from domestic and international airlines has returned to South African Airports. According to ACSA the breakdown of the numbers of international and domestic airlines servicing Destination South Africa that have returned by September 2022 in the three ACSA's International Airports were as follows: Johannesburg (40), Cape Town (17) and Durban (6).

Despite the return of significant capacity, there are challenges confronting international airlift. The exit of South African Airways from long-haul routes has led to some markets exhausting the frequency allocated. Codeshares are useful in maintaining market presence for South Africa; however, the resultant effect should be that there are additional seats to South Africa. To that extent, there is a need to ensure that the consideration of strategic partnerships for South African Airways takes this into account.

The Department of Tourism will continue to work with its partners in government and the private sector to monitor and support the implementation of the eVisa system and the requirements for tourists to visit South Africa, and to restore South Africa's airlift capacity to ensure adequate airlift capacity for tourism markets.

### Domestic Travel

The collapse of various domestic airlines has affected domestic airlift. This has had a significant impact on ticket prices and has the potential to further constrain the domestic market. Some recovery has been observed in the domestic market with South Africans taking more Sho't Left holidays following the COVID-19 restrictions. Tourism supply has to address the needs of the domestic market with bespoke products and services.

### International Relations

South Africa is a full member of UNWTO. Having been nominated by the UNWTO Commission for Africa (CAF) in 2021 and approved by the 24th UNWTO General Assembly, South Africa was elected to the UNWTO Executive Council for the period: 2022-2025. South Africa's membership on the Executive Council of the UNWTO presents her with the opportunity to elevate the interests of the Southern African region and the African continent. Under the CAF umbrella, South Africa will continue

to collaborate with the SADC region as well as the rest of Africa to promote the continent's interests in tourism development.

## 4.2 Internal Environmental Analysis

### Internal Environmental Analysis

The Department developed and implemented the Audit Action Plan to address the audit findings and to further strengthen controls. In design, these controls enable management to fulfil its responsibilities of maintaining an adequate internal control system to provide assurance that the organisational business and operations are conducted in an orderly and efficient manner, that policies are adhered to, that assets are safeguarded against loss and unauthorised use, and that transactions are executed in the interest of the public. Where the inherent risks in administration materialise, the Department continues to ensure implementation of corrective measures.

Furthermore, the Department has structures in place for control, institutionalised mechanisms and the necessary capacity to promote good governance and ethical conduct in doing its business. These include preventive, detective and corrective 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.

Within the Department, good governance and accountability remain top priorities in 2023/2024 through the implementation of a comprehensive Risk Management Strategy and the Combined Assurance Model for both financial and performance information.

The Department remains resolute in its attitude towards clean governance. As custodians of South Africa's aspiration for a growing tourism sector that benefits all South Africans, the Department is poignantly aware of the importance and weight of its responsibility in this regard. The Department is, therefore, quite deliberate in how it directs its capabilities and the resources it has been allocated. The Department will continue to emphasise the need to embrace good governance as well as the culture of accountability within itself and with all of its partners and agents.



# PART C

## MEASURING OUR PERFORMANCE



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA

FOSAD  
ICTS Cluster

FOSAD  
ESIEID Cluster



OUR FUTURE



## 5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

### PROGRAMME 1: ADMINISTRATION

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

**Sub-Programmes and Purpose:**

- **Strategy and Systems:** To manage and coordinate strategy and systems as well as provide public entity oversight.
- **Human Resource Management and Development:** To manage the provision of human resource management and development.
- **Communications:** To manage the coordination and provision of communications support to the Department.
- **Legal Services:** To manage the provision of legal support services.
- **Financial Management:** To manage and facilitate the provision of financial management services.
- **Internal Audit:** To manage the provision of internal audit services.

#### 5.1 Outcomes, Outputs, Performance Indicators and Targets

Table 1: Outcomes, Outputs, Output Indicators and Targets

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Outcome: Achieve good corporate and cooperative governance</b>							
<b>Sub-programme: Financial Management</b>							
<b>Output: Unqualified annual audit on financial and non-financial performance</b>							
1. Audit outcome on financial statements and performance information.	Unqualified audit on financial statements and performance information was achieved.	Unqualified audit on financial statements and performance information was achieved.	Unqualified audit on financial statements and performance information was achieved.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Output: Departmental expenditure to contribute to the Government's economic transformation agenda</b>							
2. Percentage procurement of goods and services from SMMEs.	59,52% expenditure on procurement of goods and services from SMMEs was achieved.	61,79% expenditure on procurement of goods and services from SMMEs was achieved.	61,08% expenditure on procurement of goods and services from SMMEs was achieved.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.
3. Percentage of compliant invoices paid within prescribed timeframes.	-	Payment was made of all compliant invoices within 30 days, including State-Owned Enterprises (SOEs) and municipalities.	95,5% Payments of all compliant invoices within 30 days including SOEs	100% Payment of all compliant invoices within 30 days.	100% Payment of all compliant invoices within 30 days.	100% Payment of all compliant invoices within 30 days.	100% Payment of all compliant invoices within 30 days.
4. Percentage of procurement spend from women-owned businesses.	-	-	-	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses. <sup>1</sup>	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.
<b>Sub-programme: Strategy and Systems</b>							
<b>Output: Oversight over South African Tourism (SA Tourism)</b>							
5. Number of public entity oversight instruments developed in terms of the SLA.	-	Four reports on governance and performance of SA Tourism were produced for oversight purposes.	Four Reports on governance and performance of SA Tourism developed for oversight purposes were developed.	Four 4 Reports on governance and performance of SA Tourism developed for oversight purposes.	<b>Six Instruments developed:</b> Four SA Tourism quarterly oversight reports developed, in terms of the Service Level Agreement (SLA).	Four SA Tourism quarterly oversight reports developed, in terms of the SLA.	Four SA Tourism quarterly oversight reports developed, in terms of the SLA.

<sup>1</sup> Exclusion of Procurement from Government institutions, Entities and Transversal Contracts (e.g. SITA, NT).



Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	-	-	-	-	Public Entity Oversight Framework for the Department developed and submitted for approval.	-	-
	-	-	-	-	Governance Protocol for Public Entity revised and submitted for approval.	-	-
<b>Sub-programme: Human Resource Management and Development</b>							
<b>Output: To attract and retain a capable and ethical workforce in a caring environment</b>							
6. Percentage of vacancy rate.	Vacancy rate as at 31 March 2020 was at 9,2%.	Vacancy rate as at 31 March 2021 was at 11,2%.	Vacancy rate was maintained at 10% of the funded establishment as at 31 March 2022.	Vacancy rate below 10%.	Vacancy rate below 6%.	Vacancy rate below 5%.	Vacancy rate below 5%.
7. Percentage of compliance with Departmental Employment Equity Targets.	Women representation at Senior Mangement Service (SMS) level was at 46,5% as at 31 March 2020.	Women representation at SMS level was at 43,9% as at 31 March 2021.	Women representation at SMS level through designation of SMS posts at recruitment was maintained at 46,9%.	SMS women representation at a minimum of 50%.	SMS women representation at a minimum of 50%.	SMS women representation at a minimum of 50%.	SMS women representation at a minimum of 50%.
	People with Disabilities (PWDs) representation was at 4,3% as at 31 March 2020.	PWDs' representation was at 4,3% as at 31 March 2021.	PWDs' representation was 4,6% as at 31 March 2022.	PWDs' representation maintained above 3%.	PWDs' representation above 3%.	PWDs' representation above 3%.	PWDs' representation above 3%.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
8. Percentage of WSP implemented.	95% development and implementation of WSP.	Development and 100% implementation of WSP for all employees was achieved.	Branch-targeted WSP was developed. 100% of the WSP was implemented.	100% implementation of WSP.	100% implementation of WSP.	100% implementation of WSP.	100% implementation of WSP.
<b>Sub-programme: Internal Audit</b>							
<b>Output: Audit reports with recommendations as per the approved Internal Audit Plan</b>							
9. Percentage implementation of the Annual Internal Audit Plan.	100% of the Annual Internal Audit Plan was implemented.	100% of the Annual Internal Audit Plan was implemented.	100% of the annual Internal Audit Plan was implemented.	100% implementation of the Annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.
<b>Sub-programme: Communication Services</b>							
<b>Output: Effective and efficient communication on departmental policies, programmes, services and projects</b>							
10. Percentage implementation of the Communication plan.	2019/20 communication strategy targets as indicated in the implementation plan were implemented.	<ul style="list-style-type: none"> <li>Communication Strategy for 2020/2021 was implemented.</li> <li>Communication Strategy for 2021/2022 was reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>2021/2022 Communication Strategy targets were implemented as per Implementation Plan.</li> <li>2022/2023 Departmental Communication Strategy and Awareness Campaign Plan was reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>Communication Strategy approved.</li> <li>100% of the Implementation Plan achieved.</li> </ul>	100% implementation of the communication Implementation Plan.	100% implementation of the Communication Implementation Plan.	100% implementation of the Communication Implementation Plan.

## 5.2 Indicators, Annual and Quarterly Targets

**Table 2: Indicators, Annual and Quarterly Targets**

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Audit outcome on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Financial and non-financial performance information submitted to the Auditor-General of South Africa (AGSA) and National Treasury (NT).	AGSA audit report received <sup>2</sup> .	<ul style="list-style-type: none"> <li>Implementation Plan developed as per AGSA outcomes.</li> <li>Review internal control measures.</li> </ul>	Implementation of audit action plan as per AGSA outcomes.
2. Percentage procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.
3. Percentage invoices paid within prescribed timeframes.	100% Payment of all compliant invoices within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.
4. Percentage of procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses <sup>3</sup> .	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.	40% procurement spend from women-owned businesses.

<sup>2</sup> Receipt depends upon finalisation of AGSA processes.

<sup>3</sup> Exclusion of Procurement from Government institutions, Entities and Transversal Contracts (e.g. SITA, NT).

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
5. Number of public entity oversight instruments developed in terms of the SLA.	<b>Six instruments developed:</b>				
	Four SA Tourism quarterly oversight reports developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.	SA Tourism quarterly oversight report developed in terms of the SLA.
	Public Entity Oversight Framework for the Department developed and submitted for approval.	Draft Public Entity Oversight Framework developed.	Consultation undertaken with branches on the draft Public Entity Oversight Framework.	Draft Public Entity Oversight Framework finalised and submitted for approval.	-
	Governance Protocol for Public Entity revised and submitted for approval.	-	Draft Governance Protocol for Public Entity revised.	Consultation with Branches and Entity undertaken on the draft Governance Protocol for Public Entity.	Governance Protocol for Public Entity revised and submitted for approval.
6. Percentage of vacancy rate.	Vacancy rate below 6%.	Vacancy rate below 9%.	Vacancy rate below 8%.	Vacancy rate below 7%.	Vacancy rate below 6%.
7. Percentage of compliance with Departmental Employment Equity Targets.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.	SMS Women representation at a minimum of 50%.
	PWDs' representation above 3%.	PWDs' representation above 3%.	PWDs' representation above 3%.	PWDs' representation above 3%.	PWDs' representation above 3%.
8. Percentage of WSP implemented.	100% implementation of WSP.	100% of WSP Q1 targets achieved.	100% of WSP Q2 targets achieved.	100% of WSP Q3 targets achieved.	100% of WSP Q4 targets achieved.
9. Percentage implementation of the Annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	20% implementation of the Annual Internal Audit Plan.	30% implementation of the Annual Internal Audit Plan.	30% implementation of the Annual Internal Audit Plan.	20% implementation of the Annual Internal Audit Plan.
10. Percentage implementation of the Communication Plan.	100% implementation of the Communication Implementation Plan.	100 % of Q1 targets of Communication Implementation Plan achieved.	100% of Q2 targets of Communication Implementation Plan achieved.	100% of Q3 targets of Communication Implementation Plan achieved.	100% of Q4 targets of Communication Implementation Plan achieved.

### 5.3 Explanation of planned performance over the medium-term period

Programme 1: Administration remains committed to creating a capable department and strengthening institutional capability to deliver on departmental outputs. The focus is on the development of requisite human capabilities, improving institutional systems and automated business processes. To achieve efficiency and effectiveness, the primary focus is on enhancing integrated planning and strengthening management of performance information. The branch is committed to promoting good governance, adequate systems of internal control through oversight over SA Tourism.

The programme will accelerate the implementation of apex priorities on mainstreaming gender, empowerment of youth and PWDs for the Department. The Department is amongst the top performing institution on the employment of employees with disabilities and the departmental target for 2023/2024 remains above national target.

The programme will also broaden its footprint to support initiatives aimed at tourism sector recovery and the value chain. In pursuit of efficiency, the programme will improve the agility of procurement systems through various strategic interventions to directly support the implementation of the TSRP. Priority will be given to strategic interventions geared towards ensuring that the departmental expenditure adequately contribute to Government's Economic Transformation agenda.

The implementation of the Departmental Communication Strategy will ensure effective communication between the Department and citizens, facilitate awareness drives, profile the departmental programmes and services, and mobilising community and stakeholder participation. The Department emphasises domestic tourism to strengthen Tourism Sector Recovery efforts and to enhance confidence and promote public interest.

Enterprise-wide risk management system will be strengthened to support good governance and foster a strong ethical culture. Information and Communications Technology (ICT) remains a critical enabler towards creating a modern and digitised environment and deploying technological platforms to achieve efficiencies in our business processes.



## 5.4 Programme Resource Consideration

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited outcome	Audited outcome	Audited outcome	Revised estimate	Revised baseline	Revised baseline	Revised baseline
Sub-programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Ministry	38 774	29 717	37 659	40 676	37 569	38 006	39 735
Management	3 270	2 545	2 497	3 351	3 353	3 502	3 660
Corporate Management	154 653	173 138	156 204	185 421	181 964	190 256	199 403
Financial Management	51 542	50 866	63 841	63 438	63 198	66 056	69 729
Office Accommodation	39 084	33 553	28 295	37 299	38 807	40 550	42 531
<b>Total</b>	<b>287 323</b>	<b>289 819</b>	<b>288 496</b>	<b>330 185</b>	<b>324 891</b>	<b>338 370</b>	<b>355 058</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>272 407</b>	<b>272 923</b>	<b>278 328</b>	<b>326 470</b>	<b>321 888</b>	<b>335 232</b>	<b>350 931</b>
Compensation of employees	152 951	156 098	158 385	179 163	169 145	176 592	184 355
Goods and services	119 456	116 825	119 943	147 307	152 743	158 640	166 576
Audit costs: External	9 551	8 059	7 718	11 793	12 090	12 633	13 250
Communication (G&S)	6 941	15 344	22 240	12 971	15 834	16 597	17 407
Computer services	10 258	12 231	15 126	13 359	14 815	15 504	16 445
Consultants: Business and advisory services	9 175	7 369	6 963	12 685	14 620	15 311	16 058
Operating leases	37 816	30 720	28 290	35 861	37 548	39 234	41 151
Travel and subsistence	19 038	6 127	14 792	21 318	21 661	21 474	22 529
<b>Transfers and subsidies</b>	<b>6 268</b>	<b>1 208</b>	<b>3 637</b>	<b>188</b>	<b>194</b>	<b>203</b>	<b>212</b>
Departmental agencies and accounts	157	172	181	188	194	203	212
Households	6 111	1 036	3 456	-	-	-	-
<b>Payments for capital assets</b>	<b>8 432</b>	<b>15 672</b>	<b>6 437</b>	<b>3 527</b>	<b>2 809</b>	<b>2 935</b>	<b>3 915</b>
Machinery and equipment	7 162	8 947	6 437	2 550	2 809	2 935	3 915
Software and other intangible assets	1 270	6 725	-	977	-	-	-
<b>Payments for financial assets</b>	<b>216</b>	<b>16</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>287 323</b>	<b>289 819</b>	<b>288 496</b>	<b>330 185</b>	<b>324 891</b>	<b>338 370</b>	<b>355 058</b>

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

Included in Programme 1: Administration, is the Ministry, Management, Corporate Management, Financial Management and Office Accommodation. Corporate Management includes the Deputy Director-General: Corporate Management, Human Resources, Communication, Legal Services, Strategy and Systems, ICT, and Internal Audits. This programme budget is 13% of the total departmental budget for the 2023/24 financial year. An amount of R324,9 million has been allocated for this programme of which R169,1 million (52%) is for Compensation of Employees.

The amount allocated for Office Accommodation for the 2023/24 financial year is R38,8 million. This is for the payment of the Head Office building of Tourism to the Department of Public Works towards the lease agreement. Goods and services budget allocation includes our contractual commitments for computer services as well as our audit payments to the Office of the AGSA.



## PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

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

### Sub-Programmes and Purpose:

- **Research and Knowledge Management** oversees tourism research, knowledge management and impact evaluation of the sector.
- **Policy Planning and Strategy** oversees and guides policy and strategy development for the tourism sector, and ensures the efficient and effective management of stakeholder relations.
- **International Relations and Cooperation** drives South Africa's interests through international relations and cooperation.

## 5.5 Outcomes, Outputs, Performance Indicators and Targets

Table 3: Outcomes, Outputs, Output Indicators and Targets

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Outcome: Increase the tourism sector's contribution to inclusive economic growth</b>							
<b>Sub-programme: Research and Knowledge Management</b>							
<b>Output: To provide knowledge services to inform policy, planning and decision making</b>							
1. Number of monitoring and evaluation reports on tourism initiatives developed.	One Impact evaluation report on Departmental capacity-building programme was developed, which provides key outcomes of the evaluation of various human capacity development programmes implemented by the Department in the past 5 years.	Two Reports on the Impact Evaluation of COVID-19 on the tourism sector were produced.	<b>Eight Monitoring and Evaluation reports produced:</b>  1. Implementation of the Norms and Standards for Safe Operations in the sector was monitored.	<b>Five Monitoring and Evaluation Reports on tourism projects and initiatives developed:</b>  1. Evaluation of the Resource Efficiency project conducted.	<b>Five Monitoring and Evaluation Reports on tourism projects and initiatives developed:</b>  1. Assessment of the condition of State-Owned Tourist Attractions supported by the Department of Tourism.	<b>Three Monitoring and Evaluation Reports on tourism projects and initiatives developed:</b>  1. Impact Evaluation of the Women in Tourism Programme.	<b>Three Monitoring and Evaluation Reports on tourism projects and initiatives developed:</b>  1. Impact Evaluation of Capacity Building Programme.



Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	-	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises were conducted and preliminary impact evaluation of the impact was developed.	2. Two Reports on the impact Evaluation of COVID-19 on the tourism sector in South Africa were developed.	2. Monitoring of Capacity-Building Programme undertaken (Hospitality Youth Programme, National Youth Chefs Training Programme, Tourism Monitors Programme and Food Safety Quality Assurers Programme).	2. Monitoring of the new and continuing Capacity-Building Programmes.	2. Monitoring of the new and continuing Capacity-Building Programmes.	2. Monitoring of the new and continuing Capacity-Building Programmes.
	-	-	-	-	3. Evaluation of the Departmental Incubation Approach in the <ul style="list-style-type: none"> <li>• Pilanesberg Tourism Incubation,</li> <li>• Manyeleti Tourism Incubation,</li> <li>• Ba-Phalaborwa Tourism Incubation</li> <li>• Mier Tourism Incubation Projects.</li> </ul>	-	-



Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	-	-	-	-	4. Evaluation of the TGCSA accommodation grading programme.	-	-
	<ul style="list-style-type: none"> <li>2017/18 State of Tourism Report (STR) was published.</li> <li>Draft 2018/19 STR was developed, which cover the performance of key tourism industries on an annual basis.</li> </ul>	2018/2019 STR was finalised and published.  Draft 2019/2020 STR was developed.	3. 2019/2020 STR was finalised and published.	3. 2020/2021 STR finalised and published.	5. Bi-Annual Monitoring of the performance of the Tourism Sector (2 reports).	3. 2023/24 STR finalised and published.	3. Bi-Annual Monitoring of the performance of the Tourism Sector (2 reports).
2. Number of instruments developed for improving tourism statistics.	-	-	-	-	National Tourism Statistics Plan developed.	Implementation of the National Tourism Statistics Plan.	Implementation of the National Tourism Statistics Plan.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3. Number of Information and Knowledge Systems implemented.	-	-	<b>Two systems developed and implemented:</b>  An Integrated Tourism Knowledge System was implemented.	<b>Two Information and Knowledge systems implemented:</b>  1. Tourism Skills and Employment Portal implemented.	<b>Two Information and knowledge systems Implemented:</b>		
	-	-	Data collection and verification was conducted in line with the NTIMS Regulations.	2. Tourism Data Analytics System Implemented: Sentiments Analysis prioritised.	1. Implementation of the Tourism and Employment Portal.  2. Implementation of Tourist Guide Information System.	1. Implementation of the Tourism and Employment Portal.  2. Implementation of Tourist Guide Information System.	1. Tourism Skills and Employment Portal maintained and enhanced.  2. Tourist Guide Information System enhanced and maintained.
<b>Sub-programme: International Relations and Cooperation</b>							
<b>Output: Initiatives facilitated for Regional Integration</b>							
4. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings.	-	Four initiatives undertaken to advance South Africa's tourism priorities within multilateral fora, i.e. IORA, SADC, G20 and AU.	South Africa's tourism interests at regional, continental and global level through participation in six G20, SADC, AU, BRICS, UNWTO and IORA were advanced.	Advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU.	Advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora, UNWTO, G20, BRICS, SADC, IORA and AU.	Advance South Africa's tourism interests at regional, continental and global level through participation in prioritised fora, UNWTO, G20, BRICS, SADC, IORA and AU.	Advance South Africa's tourism interests at regional, continental and global level through participation in prioritised fora, UNWTO, G20, BRICS, SADC, IORA and AU.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
5. Sharing of Best Practices Workshop hosted.	Sharing of Best Practices Workshop 2020 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted.	-	Sharing of Best Practices Workshop 2023 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2025 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2026 targeted at African countries with whom SA signed tourism agreements hosted.
<b>Output: South Africa tourism showcase at priority markets</b>							
6. Number of outreach programmes to the diplomatic community implemented.	-	-	Four Outreach Programmes to the diplomatic community were implemented.	Two outreach programmes to the diplomatic community implemented.	Two outreach programmes with the diplomatic community in prioritised countries implemented.	Outreach programmes with the diplomatic community in prioritised countries implemented.	Outreach programmes with the diplomatic community in prioritised countries implemented.

## 5.6 Indicators, Annual and Quarterly Targets

**Table 4: Indicators, Annual and Quarterly Targets**

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of monitoring and evaluation reports on tourism initiatives developed.	<b>Five Monitoring and Evaluation Reports on tourism projects and initiatives developed:</b>				
	1. Assessment of the condition of state-owned tourist attractions supported by the Department of Tourism.	Proposal for the assessment of the state of publicly-owned tourist attractions developed and finalised.	Data Collection Tools for the assessment of the state of publicly-owned tourist attractions developed.	Data Collection for the assessment of the state of publicly-owned tourist attractions commenced.	<ul style="list-style-type: none"> <li>Assessment of the state of publicly-owned tourist attractions.</li> <li>Report developed.</li> </ul>
	2. Monitoring of the new and continuing Capacity-Building Programmes.	Monitoring of Capacity-Building Programmes undertaken.	Monitoring of Capacity-Building Programmes undertaken.	Monitoring of Capacity-Building Programmes undertaken.	Monitoring of Capacity-Building Programmes undertaken.
	3. Evaluation of the Departmental Incubation Approach in the <ul style="list-style-type: none"> <li>Pilanesberg Tourism Incubation,</li> <li>Manyeleti Tourism Incubation,</li> <li>Ba-Phalaborwa Tourism Incubation</li> <li>Mier Tourism Incubation Projects.</li> </ul>	Proposal for the evaluation of the Departmental Incubation Approach developed.	Evaluation Methodology and Process for the Incubation Programme benchmarked and finalised.	Commence evaluation of the Departmental Incubation Approach, starting with data collection.	Evaluation Report finalised, along with Action Plan for Implementation, programme support, possible private sector support and funding alternatives.
	4. Evaluation of the TGCSA Accommodation Grading Programme.	Proposal for the evaluation of the TGCSA Accommodation Grading Programme developed.	Data collection tools for the evaluation of the TGCSA Accommodation Grading Programme developed.	Data collection for the evaluation of the TGCSA Accommodation Grading Programme commenced.	Evaluation Report finalised.

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
	5. Bi-Annual Monitoring of the performance of the Tourism Sector.	Data collection for the monitoring of the performance of the Tourism Sector commenced.	Bi-Annual Tourism Performance Report developed.	Data collection for the monitoring of the performance of the Tourism Sector commenced.	Bi-Annual Tourism Performance Report developed.
2. Number of instruments developed for improving tourism statistics.	National Tourism Statistics Plan developed.	Draft Terms of Reference for the development of the National Tourism Statistics Plan developed.	<ul style="list-style-type: none"> <li>• Consultation with relevant stakeholders on the draft Terms of Reference.</li> <li>• Terms of Reference for the development of the National Tourism Statistics Plan finalised.</li> </ul>	Progress Report on the development of the National Tourism Statistics Plan developed.	National Tourism Statistics Plan developed.
3. Number of Information and Knowledge Systems implemented.	<b>Two Information and Knowledge systems implemented:</b>				
	1. Implementation of the Tourism and Employment Portal.	Pilot Plan for the Tourism Skills and Employment Portal drafted.	Pilot Plan for the Tourism Skills and Employment Portal implemented.	<ul style="list-style-type: none"> <li>• Pilot results compiled.</li> <li>• Analysis and evaluation of the Portal finalised.</li> </ul>	Tourism Skills and Employment Portal implemented ("Go live").
	2. Implementation of Tourist Guide Information System.	Pilot Plan for the Tourist Guide Information System drafted.	Pilot Plan for the Tourist Guide Information System implemented.	<ul style="list-style-type: none"> <li>• Pilot results compiled.</li> <li>• System's Analysis finalised.</li> </ul>	Tourism Guide Information System implemented ("Go live").
4. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings.	Advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU.	Quarterly Report on SA participation in the <b>UNWTO</b> structures for the implementation of the Programme of Work developed.	<ul style="list-style-type: none"> <li>• Host <b>BRICS</b> Tourism Senior Officials and Ministers Meeting focusing on sustainable and inclusive tourism recovery.</li> <li>• Quarterly report on SA participation in the implementation of the <b>SADC</b> Tourism Programme developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Report on SA participation in the <b>G20</b> and preparation for SA Presidency for 2025 developed.</li> <li>• Quarterly report on SA participation in the implementation of <b>IORA</b> Tourism Work Plan on Women Economic Empowerment developed.</li> </ul>	Quarterly Report on SA participation in the implementation of <b>AU</b> Plan of Action on Tourism developed.

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
5. Sharing of Best Practices Workshop hosted.	Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements hosted.	Concept document for the Best Practices Workshop 2024 drafted.	Stakeholder consultation on the concept document Conducted for the Best Practices Workshop 2024 conducted.	Concept document for the Best Practices Workshop 2024 finalised.	Sharing of Best Practices Workshop 2024 targeted at African countries with whom SA signed tourism agreements hosted.
6. Number of outreach programmes with the diplomatic community implemented.	Two outreach programmes with the diplomatic community in prioritised countries implemented.	Stakeholder consultation on the outreach programmes with the diplomatic community in prioritised countries conducted.	Concept Note on outreach programmes to the prioritised countries developed.	One outreach programme with prioritised country hosted.	One outreach programme with prioritised country hosted.

### 5.7 Explanation of planned performance over the medium term

In order to enhance the strategic policy environment, monitor the tourism sector's performance and enable stakeholder relations, Programme 2: Tourism Research, Policy and International Relations, provides support to the Department and the tourism sector through the provision of the following services: Research; Statistics; Knowledge Management; Monitoring and Evaluation; Policy and Strategy Development; International Relations; and Strategic Sector Partnerships.

During the medium term, Programme 2's response will be aligned to the following strategic interventions in the TSRP:

**Strategic Intervention 1:** *Stimulate domestic demand through targeted initiatives and campaigns:* Measuring the impact of current affairs on the tourism sector will be undertaken, which, together with a number of research studies in this area, will contribute to the formation of appropriate initiatives and campaigns to stimulate domestic demand. Quarterly and annual reports on the status of the tourism sector will be developed, which will assist to provide a sense with regard to the effectiveness of the interventions.

**Strategic Intervention 2:** *Execute a global marketing programme to reignite international demand:* Quarterly and annual reports on the status of the tourism sector will be developed, which assist to provide a sense with regard to the effectiveness of the interventions.

**Strategic Intervention 3:** *Tourism Regional Integration:* This will be done, amongst others, through the contribution of the implementation of the Tourism Sector Plan for SADC.

**Strategic Intervention 4:** *Review the tourism policy to deliver efficient, effective and purpose-led support for sector growth and development:* The review of the overarching policy framework guiding tourism in the country (i.e. White Paper on the Development and Promotion of Tourism in South Africa, 1996) is important to ensure that recent developments are taken into consideration.

These objectives contribute directly to the Tourism Sector's response to the ERRP, and indirectly contribute to the ERRP.



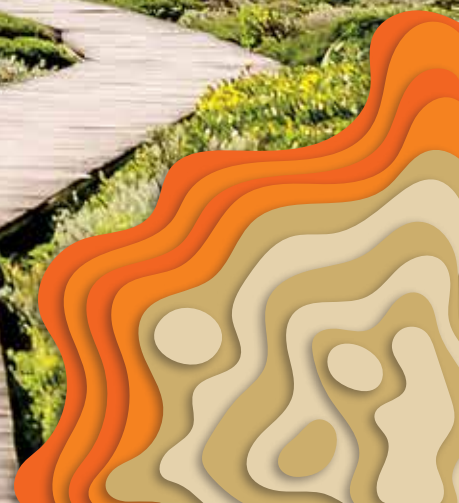
## 5.8 Programme Resource Consideration

Sub-programmes	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited outcome	Audited outcome	Audited outcome	Revised estimate	Revised baseline	Revised baseline	Revised baseline
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Tourism Research, Policy and International Relations Management	8 357	5 663	5 441	9 744	9 967	10 414	10 889
Research and Knowledge Management	23 244	21 536	26 230	32 581	34 671	36 273	37 908
Policy Planning and Strategy	11 974	10 746	10 816	15 746	15 448	16 130	16 863
South African Tourism	1 354 161	423 027	1 297 038	1 329 206	1 344 672	1 405 061	1 468 008
International Relations and Cooperation	21 324	18 557	19 032	30 190	30 480	31 925	33 376
<b>Total</b>	<b>1 419 060</b>	<b>479 529</b>	<b>1 358 557</b>	<b>1 417 467</b>	<b>1 435 238</b>	<b>1 499 803</b>	<b>1 567 044</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>61 660</b>	<b>53 176</b>	<b>57 996</b>	<b>80 844</b>	<b>83 547</b>	<b>87 737</b>	<b>91 733</b>
Compensation of employees	50 127	48 054	49 089	58 861	60 779	63 455	66 244
Goods and services	11 533	5 122	8 907	21 983	22 768	24 282	25 489
Computer services	1 735	2 226	1 218	243	2 007	2 123	2 226
Travel and subsistence	5 878	373	1 294	12 335	13 591	13 803	14 471
Venues and facilities	916	56	168	2 661	3 306	3 181	3 294
<b>Transfers and subsidies</b>	<b>1 356 976</b>	<b>426 141</b>	<b>1 300 274</b>	<b>1 335 524</b>	<b>1 351 036</b>	<b>1 411 711</b>	<b>1 474 956</b>
Departmental agencies and accounts	1 354 161	423 027	1 297 038	1 329 206	1 344 672	1 405 061	1 468 008
Foreign governments and international organisations	2 772	2 998	2 437	2 502	2 582	2 698	2 819
Households	43	116	799	3 816	3 782	3 952	4 129
<b>Payments for capital assets</b>	<b>401</b>	<b>210</b>	<b>266</b>	<b>1 099</b>	<b>655</b>	<b>355</b>	<b>355</b>
Machinery and equipment	401	210	266	1 099	655	355	355
<b>Payments for financial assets</b>	<b>23</b>	<b>2</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>1 419 060</b>	<b>479 529</b>	<b>1 358 557</b>	<b>1 417 467</b>	<b>1 435 238</b>	<b>1 499 803</b>	<b>1 567 044</b>

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

Tourism Research, Policy and International Relations Programme (**Programme 2**) has a budget allocation of **R1,435 billion for 2023/24, of which R1,345 billion is transferred to SA Tourism**. This represents 94% of the Branch's budget allocation. The remaining allocation available for this Programme is R90,6 million of which R60,8 million is allocated to Compensation of Employees for the branch. South Africa's membership fee for UNWTO is under the "foreign governments and international organisations" line item, within the branch's budget.







## PROGRAMME 3: DESTINATION DEVELOPMENT

**Purpose:** Facilitate and coordinate tourism destination development.

**Sub-Programmes and purpose:**

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

### 5.9 Outcomes, Outputs, Performance Indicators and Targets

**Table 5: Outcomes, Outputs, Output Indicators and Targets**

Output Indicator	Annual Target						
	Audited /Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Outcome: Increase the tourism sector's contribution to inclusive economic growth</b>							
<b>Sub-programme: Destination Planning &amp; Investment Coordination</b>							
<b>Output: Number of Destination Planning and Investment Coordination initiatives undertaken</b>							
1. Number of destination planning and investment coordination initiatives undertaken.	-	1. Development of tourism implementation plans through the district development model was done in three pilots: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• Waterberg District</li> <li>• eThekweni Metro</li> </ul>	1. Prioritised initiatives from tourism spatial masterplans were incorporated into <i>One Plans</i> for the following DDM districts: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• eThekweni Metro</li> <li>• Pixley Ka Seme District</li> <li>• Namakwa District</li> </ul>	<b>Five Initiatives:</b> <ol style="list-style-type: none"> <li>1. Finalise prioritised tourism concepts and initiatives to support DDM One Plans for: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• eThekweni Metro</li> <li>• Pixley Ka Seme District</li> <li>• Namakwa District</li> </ul> </li> </ol>	<b>Four Initiatives undertaken:</b> <ol style="list-style-type: none"> <li>1. Facilitate the integration of developed tourism concepts from tourism spatial masterplans<sup>4</sup>, into the DDM One Plans, for: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• eThekweni Metro</li> <li>• Pixley Ka Seme District</li> <li>• Namakwa District</li> </ul> </li> </ol>	<b>Four Initiatives undertaken:</b> <ol style="list-style-type: none"> <li>1. Facilitate the integration of developed tourism concepts from tourism spatial masterplans, into the DDM One Plans, for: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• eThekweni Metro</li> <li>• Pixley Ka Seme District</li> <li>• Namakwa District</li> </ul> </li> </ol>	<b>Four Initiatives undertaken:</b> <ol style="list-style-type: none"> <li>1. Facilitate the integration of developed tourism concepts from tourism spatial masterplans, into the DDM One Plans, for: <ul style="list-style-type: none"> <li>• OR Tambo District</li> <li>• eThekweni Metro</li> <li>• Pixley Ka Seme District</li> <li>• Namakwa District</li> </ul> </li> </ol>

<sup>4</sup> As distinct from DTIC's industrial / sector masterplans.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Budget resort network and brand concept developed.	1. Institutional arrangements for budget resorts network and brand finalised. 2. Brand and network concept tested with key stakeholders.	2. Pilot the budget resort network and brand concept.	2. Review the piloting of the budget resort network and brand concept.	2. Implementation of the budget resort network and brand concept.	2. Implementation of the budget resort network and brand concept.	2. Implementation of the budget resort network and brand concept.
	A pipeline of nationally prioritised tourism investment opportunities managed.	-	3. A pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield projects</i> ) managed.	3. A pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield and brownfield projects</i> ) managed.	3. A pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield and brownfield projects</i> ) managed.	3. A pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield and brownfield projects</i> ) managed.	3. A pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield and brownfield projects</i> ) managed.
	-	-	4. Four investment promotion platforms facilitated.	4. Two investment promotion platforms facilitated.	4. Two investment promotion platforms facilitated.	4. Two investment promotion platforms facilitated.	4. Two investment promotion platforms facilitated.

Output Indicator	Annual Target						
	Audited / Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Sub-programme: Destination Planning and Investment Coordination</b>							
<b>Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas</b>							
2. Number of destination enhancement initiatives supported.	The implementation of interpretative signage in the Marakele National Park was supported.	Infrastructure maintenance programme implemented in Three National Parks: • Marakele • Addo • Karoo National Parks	Infrastructure maintenance programme implemented in nineteen National Parks.	<b>Three Initiatives:</b> 1. Infrastructure maintenance programme implemented in Nineteen National Parks.	<b>Three Initiatives supported:</b> 1. Infrastructure maintenance and beautification programme implemented in five (5) provinces: • Mpumalanga • Limpopo • Eastern Cape • Free State • Western Cape.	-	-
	-	Draft Project concepts developed for five community-based tourism projects at: • Numbi Gate • Nandoni Dam • Tshathogwe Game Farm • Mtititi Game Farm • Mapate Recreational Social.	Implementation of Thirty Community-based Tourism Projects was supported as targeted.	2. Implementation of Thirty Community-based Tourism Projects.	2. Monitoring of implementation of Twenty-Nine (29) Community-based Tourism Projects. <sup>5</sup>	Monitoring of Implementation of Twenty-Nine (29) Community-based Tourism Projects monitored.	-

<sup>5</sup> Community-Based Projects: LP Vha Tsonga, LP Matsila Lodge, LP Phiphidi Waterfall, LP Oaks Lodge, LP Ngove, LP Tisane, FS Qwa Guest House, FS Vredefort Dome, FS Monotsha, NW Manyane Lodge, NW Lotlamoreng Dam, NC Platfontein Lodge, NC Kamiesburg, KZN Muzi Pan, EC Maluti Hiking Trail, EC Mthonsi Lodge, EC Qatywa Lodge, EC Nyandeni Chalets, EC Western Thembuland, Anton Lembede Museum eThekweni Municipality (KZN), Ama Hlubi Cultural Heritage (KZN), Sol Plaatjie Museum (NW), Numbi Gate (Nkambeni), Numbi Gate (Mdluli), Nandoni Dam, Tshathogwe Game Farm, Mpate Recreational Social Tourism Facility, Mtititi Game Farm, Royal Khalanga Lodge

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	-	-	-	-	3. Township and rural tourism supported using a minimum of one event in one township and one event in a rural area.	Development of mechanisms to support Events / Festivals for the growth of Township and Rural Tourism.	Implementation of an Event and Festival Portfolio to expand township and rural tourism.
<b>Sub-programme: Working for Tourism</b>							
3. Number of work opportunities created through Working for Tourism projects.	-	2 772 work opportunities through Working for Tourism projects were created.	5 328 work opportunities through Working for Tourism projects created.	4 104 work opportunities created.	4 133 work opportunities created.	-	-



## 5.10 Indicators, Annual and Quarterly Targets

Table 6: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of destinations planning and investment coordination initiatives undertaken.	<b>Four Initiatives undertaken:</b>				
	1. Facilitate the integration of developed tourism concepts from long-term tourism masterplans into the Tourism DDM One Plans for: • OR Tambo District • eThekweni Metro • Pixley Ka Seme District • Namakwa District.	eThekweni and Ntambalala Resort tourism concepts finalised.	Six (6) tourism concepts incorporated into the Karoo and Eastern Seaboard Development regional plans.	<ul style="list-style-type: none"> <li>Implementation lead confirmed.</li> <li>Investment mobilisation issues at regional platforms completed.</li> </ul>	Implementation modalities <sup>6</sup> finalised.
	2. Implementation of the budget resort network and brand concept.	Modalities for the budget resort network concept implementation finalised.	Selection of the Project Implementation Committee completed.	Budget resort network implementation documents finalised.	Implementation of selected budget resort network properties initiated.
	3. A pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield</i> and <i>brownfield</i> projects) managed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed.	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities ( <i>greenfield</i> and <i>brownfield</i> projects) developed.
	4. Two investment promotion platforms facilitated.	Concept for investment promotion platforms revised.	Concept for investment promotion platforms finalised.	Facilitate one investment promotion platform.	Facilitate one investment promotion platform.

<sup>6</sup> Modalities refer to aspects of implementation, inter alia roles and responsibilities, timeframes, resources, key assumptions, monitoring and evaluation etc.

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
2. Number of destination enhancement initiatives supported.	<b>Three Initiatives supported:</b>				
	1. Infrastructure maintenance and beautification programme implemented in five (5) provinces: 1. Mpumalanga 2. Limpopo 3. Eastern Cape 4. Free State 5. Western Cape.	Report on the progress made on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces.	Report on the progress made on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces.	Report on the progress made on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces.	Report on the progress made on the project deliverables of the Infrastructure Maintenance and Beautification Programme in each of the 5 selected provinces.
	2. Monitor Implementation of Twenty-Nine (29) Community-based Tourism Projects monitored	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.	Monitoring and supporting the implementation of the Twenty-Nine (29) community-based Tourism Projects.
	3. Township and rural tourism supported through the use of one event in one township and one rural area	Project Management / Implementation Plans compiled and costed, for the use of a minimum of two (2) events to support township and rural tourism.	Project Management / Implementation Plans, for the use of a minimum of two (2) events to support township and rural tourism, submitted and approved.	Minimum of one (1) event held in terms of the approved Implementation Plan and closeout report submitted. Preparations for the second event commenced.	<ul style="list-style-type: none"> <li>• Second event held, in terms of the approved Implementation Plan and closeout report submitted.</li> <li>• Report of the use of events to support township and rural tourism developed submitted.</li> </ul>
3. Number of work opportunities created through Working for Tourism projects.	4 133 Work opportunities created.	642	1 439	1 026	1 026

## 5.11 Planned performance over the medium-term period

Programme 3 - Destination Development, responds to tourism demand (i.e. the needs of tourists) by ensuring that supply side measures are put in place for tourism places and physical spaces. This is achieved through the provision of coherent destination planning, investment promotion, tourism product and infrastructure enhancement and development, experience development and job creation.

During the medium term, the Programme's response will align with the following areas in the TSRP:

**Strategic Intervention 2:** *Stimulate domestic demand through targeted initiatives and campaigns:*

- The correct product-pricing mix is key to addressing domestic demand. This would include the costs and availability of the transport enabler that allows tourists to get to and move within destinations. While South Africa has no shortage of tourism products, both public and private sector owners will have to consider how these products are packaged and priced for the domestic and regional consumer. The **pilot on the budget resort concept and brand** is an initiative to meet the anticipated changes in domestic and regional demand. The key risks related to this initiative pertain to the lack of stakeholder buy-in, resourcing and institutional arrangements. If these risks are addressed, they inevitably become key enablers for the budget resort concept and brand piloting process.
- Aligned with this initiative is the incorporation of prioritised initiatives from tourism masterplans into **DDM One Plans** for various districts.

**Strategic Intervention 3:** *Launch an investment and resource mobilisation programme:*

Resource and investment mobilisation efforts to support supply requirements will continue. This support will be provided through **investment promotion efforts for both existing (Brownfield) and new (Greenfield) projects**. Project packaging is a key enabler for successful investment promotion efforts. The key risk at present is that there is high global demand for investors and this may hamper resource and investment mobilisation efforts.

**Strategic Intervention 4:** *Support for the protection of core tourism infrastructure and assets.*

- A critical element of the recovery effort is to ensure that, the supply side of the sector is protected and rejuvenated. **Tourism infrastructure development and maintenance works of products and attractions** will create jobs and SMME opportunities, in compliance with the Public Finance Management Act, 1999 (Act No 1 of 1999), also referred to as the PFMA. There is substantial scope for labour-intensive work through construction projects that will focus on 29 Community-based Tourism Projects and maintenance contracts in five provinces under the Infrastructure Maintenance and Beautification Programme. The aim of the Department is to promote SMME development, B-BBEE, involvement of women and youth, and local employment, coupled with appropriate enterprise development. The programmes in Strategic Intervention 4 measure the quality of product offerings, to enhance the visitor experience that will be implemented in the medium term to improve destination competitiveness.
- A key intervention in this area of work is the investment in the **development of community-owned tourism assets** to support inclusive economic growth, product diversification and geographic spread. The key risks for this infrastructure programme relate to third party reliance and operational models. Effective stakeholder

compacts, contract management that detail clear deliverables and targets, which are linked to budgetary allocations and early operator involvement in mobilising operational expertise and funding are, however, key enablers to mitigate these risks. These interventions are to be implemented by the Department in the 2023/24 financial year going forward, starting with an SLA with the Department's implementing agent and with its entity.

These objectives contribute directly to the Tourism Sector's response to the ERRP in respect of the following areas: Growing the productive economy; Mass public employment interventions; Infrastructure investment; Green economy interventions; Gender equality and the inclusion of women and youth; and Support for tourism recovery and growth.

**TSRP Pillar:** *Strengthening enabling capability.*

- In respect of local (municipal, districts and provinces) destination development, the Department has manuals and methodologies as arms-length resources and has conducted training on these. The Department also work cooperatively with Cooperative Governance and Traditional Affairs (COGTA) regarding building capacity, guidance etc. Areas covered include: -
  - » Destination Planning
  - » Precinct Planning
  - » Niche planning.
- The methodologies and manuals are applicable to township and rural development/planning, as well as district level planning.

## 5.12 Programme Resource Consideration: Programme 3

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited outcome	Audited outcome	Audited outcome	Revised estimate	Revised baseline	Revised baseline	Revised baseline
Sub-programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Destination Development Management	11 944	15 515	114 654	28 328	10 694	11 172	11 701
Tourism Enhancement	18 271	14 820	16 298	23 654	24 170	25 342	26 500
Destination Planning and Investment Coordination	23 611	20 559	20 850	31 200	31 482	33 008	34 520
Working for Tourism	376 185	376 601	375 383	312 428	334 759	346 086	360 638
<b>Total</b>	<b>430 011</b>	<b>427 495</b>	<b>527 185</b>	<b>395 610</b>	<b>401 105</b>	<b>415 608</b>	<b>433 359</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>419 293</b>	<b>186 940</b>	<b>320 571</b>	<b>395 470</b>	<b>401 086</b>	<b>415 608</b>	<b>433 359</b>
Compensation of employees	54 206	54 952	55 313	61 661	61 138	63 829	66 635
Goods and services	365 087	131 988	265 258	333 809	339 948	351 779	366 724
Agency and support/outsourced services	166 899	49 827	78 450	107 349	131 036	112 132	163 791
Property payments	7 545	40 500	122 323	44 870	49 714	121 250	6 742
Travel and subsistence	13 239	3 405	8 743	20 346	20 329	21 379	22 419
Training and development	168 264	31 233	42 493	131 066	129 791	87 518	163 805
<b>Transfers and subsidies</b>	<b>37</b>	<b>89</b>	<b>54</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Households	37	89	54	-	-	-	-
<b>Payments for capital assets</b>	<b>10 502</b>	<b>240 463</b>	<b>206 444</b>	<b>140</b>	<b>19</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	10 102	240 143	206 256	-	-	-	-
Machinery and equipment	400	320	188	140	19	-	-
<b>Payments for financial assets</b>	<b>179</b>	<b>3</b>	<b>116</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>430 011</b>	<b>427 495</b>	<b>527 185</b>	<b>395 610</b>	<b>401 105</b>	<b>415 608</b>	<b>433 359</b>

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

Destination Development (**Programme 3**) has a budget allocation of R401,1 million for 2023/24 of which R334,8 million is allocated to the Working for Tourism sub-programme which represents 83% of the budget of the total programme. Working for Tourism includes the EPWP and Expanded Public Work Incentive Programme. R61,1 million is allocated to Compensation of Employees for the Branch, which represents 15% of the total budget for the financial year.







## PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

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

### Sub-Programmes and Purpose:

- **Tourism Human Resource Development** facilitates the efficient management and implementation of human resource development initiatives for the tourism sector.
- **Enterprise Development and Transformation** facilitates inclusive participation and sustainability in the tourism sector.
- **Tourism Visitor Services** ensures the integrity of information and facilitates accurate tourism information.
- **Tourism Incentive Programme** manages the establishment of capital and non-capital tourism incentives to promote and encourage the development and growth of the tourism sector.

### 5.13 Outcomes, Outputs, Performance Indicators and Targets

Table 7: Outcomes, Outputs, Output Indicators and Targets

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Outcome: Increase the tourism sector's contribution to inclusive economic growth</b>							
<b>Sub-programme: Tourism Incentive Programme</b>							
<b>Output: To accelerate the transformation of the tourism sector</b>							
1. Number of incentive programmes implemented.	<b>Four incentive programmes were implemented:</b> 1. Market Access Support Programme 2. Tourism Grading Support Programme 3. Green Tourism Incentive Programme 4. Tourism Transformation Fund.	-	The TEF applications were not approved in 2021/2022 (four Adjudication meetings were not held).  11 Adjudication meetings were held and 52 GTIP applications were approved.	<b>One incentive programme implemented:</b>  Green Tourism Incentive Programme (GTIP) Implemented.	<b>One incentive programme implemented:</b>  Implementation of the GTIP.	<b>One incentive programme implemented:</b>  Implementation of the GTIP.	<b>One incentive programme implemented:</b>  Implementation of the GTIP.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Output: Programme aimed at stimulating domestic tourism implemented</b>							
2. Number of Domestic Tourism Awareness Programmes implemented.	-	<b>Domestic Tourism Scheme was implemented as follows:</b> <ul style="list-style-type: none"> <li>• KwaZulu-Natal (10-11 November 2020).</li> <li>• Gauteng (5-6 March 2021), (North West: 11-12 March 2021)</li> <li>• Western Cape (15-16 March 2021).</li> </ul>	<b>Domestic Tourism Scheme was implemented as follows:</b> <ul style="list-style-type: none"> <li>• Northern Cape: 24 - 25 November 2021;</li> <li>• Gauteng: 3 - 4 December 2021; and</li> <li>• Limpopo on 7 - 8 March 2022.</li> </ul>	Domestic Tourism Awareness Campaign implemented: 4 Initiatives.	<b>Four domestic tourism campaigns implemented:</b> <ul style="list-style-type: none"> <li>• Easter Campaign</li> <li>• World Tourism Day</li> <li>• Festive Summer</li> <li>• Cultural Event.</li> </ul>	Domestic Tourism Campaign implemented.	Domestic Tourism Campaign implemented.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Output: Implement Incubation Programme</b>							
3. Number of initiatives implemented to support tourism SMMEs.	Four existing incubators supported: <ul style="list-style-type: none"> <li>• Pilanesberg</li> <li>• Mier</li> <li>• Phalaborwa</li> <li>• Manyeleti incubators</li> </ul>	Three incubators were fully implemented: <ul style="list-style-type: none"> <li>• Manyeleti Tourism Incubator</li> <li>• Phalaborwa Tourism Incubator</li> <li>• Mier Tourism Incubator</li> <li>• MoA was signed with the implementing agent for Technology Innovation Incubator.</li> <li>• Recruitment of programme beneficiaries was finalised.</li> <li>• Diagnostic needs assessment was initiated.</li> <li>• The Call for Application was issued for Tour Operator Incubator.</li> <li>• Needs assessment for applicants was finalised.</li> <li>• The service provider was appointed.</li> </ul>	Six 6 out of seven elements of the incubation programme were implemented to support tourism SMMEs (Business support and development): <ol style="list-style-type: none"> <li>1. Manyeleti Incubator</li> <li>2. Phalaborwa Incubator</li> <li>3. Mier Incubator</li> <li>4. Tech Incubator</li> <li>5. Tour Operator incubator</li> <li>6. Food Services Incubator.</li> </ol>	<b>One programme implemented: Incubation Programme implemented to support tourism SMMEs through the following Incubators (Business support and development):</b> <ol style="list-style-type: none"> <li>1. Tech Incubator</li> <li>2. Tour Operator Incubator</li> <li>3. Food Services Incubator</li> <li>4. 1 Community-based Enterprises Incubation Programme</li> </ol>	<b>Two Initiatives Implemented:</b> <ol style="list-style-type: none"> <li>1. Incubation Programme implemented:               <ul style="list-style-type: none"> <li>• <i>Existing business incubators implemented:</i> <ol style="list-style-type: none"> <li>i. Tourism Technology &amp; Innovation Incubator.</li> <li>ii. Food Service Incubator.</li> <li>iii. Community-based Tourism Enterprises Incubator.</li> </ol> </li> <li>• <i>New business incubators established:</i> <ol style="list-style-type: none"> <li>i. Business Advisory Services focusing on Women in Tourism in Limpopo</li> <li>ii. Business Advisory Services focusing on Homestay Pilot Programme</li> </ol> </li> <li>• <i>Audit of Tourism Incubators across the country.</i></li> </ul> </li> </ol>	-	-

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	30 Learners trained in Efficiency Cleaner Production Training.	30 Learners trained in Efficiency Cleaner Production Training.	-	-	2. Implement Resource Efficiency Cleaner Production (RECP) Training and Business Support Programme.	Implement RECP Training and Business Support Programme.	Implement RECP Training and Business Support Programme.
<b>Output: Prioritised programmes implemented to enhance visitor service and experiences</b>							
4. Number of programmes implemented to enhance visitor service and experiences.	-	Service excellence with focus on customer centric approach using online round table discussions and media campaign was implemented.	Service Excellence Programme (SANS 1197) in two provinces to enhance service levels standards of tourism products was implemented: <ul style="list-style-type: none"> <li>Northern Cape Province</li> <li>Limpopo Province</li> </ul>	<b>Four programmes implemented:</b> <b>1. Implementation of Service Excellence Standard (SANS: 1197)</b> incorporating the Tourism Norms and Standards with focus on: <ul style="list-style-type: none"> <li>Small towns and</li> <li>Tourism product support.</li> </ul>	<b>Three programmes implemented:</b> 1. Implement Service Excellence Standard (SANS: 1197) with focus on: <ul style="list-style-type: none"> <li>Small towns and</li> <li>Tourism product support.</li> </ul>	<b>Three programmes implemented:</b> 1. Implement Service Excellence Standard (SANS: 1197) with focus on service excellence small towns support initiatives.	<b>Three programmes implemented:</b> 1. Implement Service Excellence Standard (SANS: 1197) with focus on identified Service Excellence improvement initiatives and structured support.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	-	-	Tourism Monitors Programme was implemented nationally in line with the project plans in the following provinces: GP, WC, NC, EC, FS, KZN, NW, and MP. It was also implemented at SANBI, SANParks and iSimangaliso.	2. Implementation of Tourism Monitors Programme in all provinces.	2. Implementation of the Tourism Monitors in all provinces including SANBI and iSimangaliso.	2. Implementation of the Tourism Monitors in all provinces.	2. Implementation of the Tourism Monitors.
	-	-		3. Four (4) tourist safety campaigns sessions conducted.	3. Joint tourist safety awareness sessions conducted.	3. Joint tourist safety awareness sessions conducted.	3. Joint tourist safety awareness sessions conducted.
<b>Output: Enhance skills in the Tourism sector</b>							
5. Number of capacity building programmes implemented.	-	<b>Five capacity building programmes implemented</b>	<b>Ten capacity building programmes implemented</b>	<b>Four capacity building programmes implemented:</b>	<b>Five capacity building programmes implemented:</b>		
	-	-	-	1. Training and placement of 2 500 unemployed youth on various skills development programmes.	1. 2 500 unemployed youth trained on norms and standards for safe tourism operations.	1. 2 500 unemployed youth trained on norms and standards for safe tourism operations.	1. 2 500 unemployed youth trained on norms and standards for safe tourism operations.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Period		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	-	-	249 SMMEs were trained on norms and standards for safe tourism operations in all nine provinces targeting vVillages, Townships, and Small Towns.	2. 500 SMMEs and 2500 unemployed and retrenched youth trained on norms and standards for safe tourism operations in all nine provinces.	2. 250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces.	2. 250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces.	2. 250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces.
	-	-	National Tourism Careers Expo (NTCE) 2021 was hosted on 25- 27 March 2022 in NASREC.	3. NTCE 2022 hosted.	3. NTCE 2023 hosted.	3. NTCE 2024 hosted.	3. NTCE 2025 hosted.
	-	-	Thirty Chefs were supported through Recognition of Prior Learning process for a qualification in line with the project plan.	4. Thirty Chefs enrolled in an Recognition of Prior Learning (RPL) process to obtain a professional qualification or designation in line with the project plan.	4. 50 chefs undergo an RPL process.	4. 50 chefs undergo an RPL process.	4. 50 chefs undergo an RPL process.
	-	-	-	5. 2 500 unemployed and retrenched youth trained on various skills development programmes.	5. 1 500 unemployed youth trained on identified skills development programmes.	5. 1 500 unemployed youth trained on identified skills development programmes.	5. 1 500 unemployed youth trained on identified skills development programmes.



## 5.14 Indicators, Annual and Quarterly Targets

Table 8: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of incentive programmes implemented.	<b>One 1 incentive programme implemented:</b>  Implementation of the GTIP.	Report on progress made with the implementation of the GTIP for the quarter submitted.	Report on progress made with the implementation of the GTIP for the quarter submitted.	Report on progress made with the implementation of the GTIP for the quarter submitted.	Report on progress made with the implementation of the GTIP for the quarter submitted.
2. Number of Domestic Tourism Awareness Programmes implemented.	<b>Four Domestic Tourism Campaigns implemented:</b> <ul style="list-style-type: none"> <li>• Easter Campaign</li> <li>• World Tourism Day</li> <li>• Festive Summer</li> <li>• Cultural Event.</li> </ul>	-	Implementation of World Tourism Day (27 September) & Tourism Month (September) Campaign.	Implementation of Festive Campaign.	<ul style="list-style-type: none"> <li>• Implementation of Easter Campaign.</li> <li>• Implementation of Cultural Event.</li> </ul>
3. Number of initiatives implemented to support tourism SMMEs.	<b>Two Initiatives Implemented:</b>				
	<b>1. Incubation Programme implemented:</b> <ul style="list-style-type: none"> <li>• <i>Existing business incubators implemented:</i> <ol style="list-style-type: none"> <li>Tourism Technology &amp; Innovation Incubator.</li> <li>Food Service Incubator.</li> <li>Community-based Tourism Enterprises Incubator.</li> </ol> </li> </ul>	Business Support and Development Incubation Programme implemented through: <ul style="list-style-type: none"> <li>• Tourism Technology &amp; Innovation Incubator.</li> <li>• Food Service Incubator.</li> <li>• Community-based Tourism Enterprises Incubator.</li> </ul>	Business Support and Development Incubation Programme implemented through: <ul style="list-style-type: none"> <li>• Tourism Technology &amp; Innovation Incubator.</li> <li>• Food Service Incubator.</li> <li>• Community-based Tourism Enterprises Incubator.</li> </ul>	Business Support and Development Incubation Programme implemented through: <ul style="list-style-type: none"> <li>• Tourism Technology &amp; Innovation Incubator.</li> <li>• Food Service Incubator.</li> <li>• Community-based Tourism Enterprises Incubator.</li> </ul>	Business Support and Development Incubation Programme implemented through: <ul style="list-style-type: none"> <li>• Tourism Technology &amp; Innovation Incubator.</li> <li>• Food Service Incubator.</li> <li>• Community-based Tourism Enterprises Incubator.</li> </ul>

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
	<ul style="list-style-type: none"> <li>• <i>New business incubators established:</i> <ol style="list-style-type: none"> <li>Business Advisory Services focusing on Women in Tourism in Limpopo</li> <li>Business Advisory Services focusing on Homestay Pilot Programme.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Business Advisory Services focusing on Women in Tourism in Limpopo implemented.</li> <li>• Business Advisory Services focusing on Homestay Pilot Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Advisory Services focusing on Women in Tourism in Limpopo implemented.</li> <li>• Business Advisory Services focusing on Homestay Pilot Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Advisory Services focusing on Women in Tourism in Limpopo implemented.</li> <li>• Business Advisory Services focusing on Homestay Pilot Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Advisory Services focusing on Women in Tourism in Limpopo implemented.</li> <li>• Business Advisory Services focusing on Homestay Pilot Programme implemented.</li> </ul>
	• Audit of Tourism Incubators across the country.	<ul style="list-style-type: none"> <li>• Identify all tourism incubators across the country through an open call.</li> <li>• Source information from academia on incubators.</li> </ul>	Undertake an audit of the tourism incubators to determine viability, innovation and needs.	Determine an alternative system for the support of tourism incubators.	Finalise the alternative system for the support of tourism incubators, as identified in the audit.
	<b>2. Implement Resource Efficiency Cleaner Production (RECP) Training and Business Support Programme.</b>	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented.	<ul style="list-style-type: none"> <li>• RECP Training and Business Support Programme implemented</li> <li>• Annual report developed.</li> </ul>
4. Number of programmes implemented to enhance visitor service and experiences.	<b>Three programmes implemented:</b>				
	1. Implement Service Excellence Standard (SANS: 1197) with focus on: <ul style="list-style-type: none"> <li>• Small towns and</li> <li>• Tourism product support.</li> </ul>	<ul style="list-style-type: none"> <li>• Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on - Small towns and - Tourism product support.</li> <li>• Stakeholder consultation and endorsement undertaken.</li> </ul>	Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on - Small towns and - Tourism product support.	Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on - Small towns and - Tourism product support.	<ul style="list-style-type: none"> <li>• Report on the implementation of the Service Excellence Standard (SANS:1197) with focus on - Small towns and - Tourism product support.</li> <li>• Close-out report developed.</li> </ul>

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
	2. Implementation of the Tourism Monitors in all provinces including South African National Biodiversity Institute (SANBI) and iSimangaliso.	Report on the implementation of the Tourism Monitors Programme developed.	Report on the implementation of the Tourism Monitors Programme developed.	Report on the implementation of the Tourism Monitors Programme developed.	Report on the implementation of the Tourism Monitors Programme including SANBI and iSimangaliso developed.
	3. Joint tourist safety awareness sessions conducted.	<ul style="list-style-type: none"> <li>Joint Tourist safety awareness session conducted.</li> <li>Report on the session developed.</li> </ul>	<ul style="list-style-type: none"> <li>Joint Tourist safety awareness session conducted.</li> <li>Report on the session developed.</li> </ul>	<ul style="list-style-type: none"> <li>Joint Tourist safety awareness session conducted.</li> <li>Report on the session developed.</li> </ul>	<ul style="list-style-type: none"> <li>Joint Tourist safety awareness session conducted.</li> <li>Report on the session developed.</li> </ul>
5. Number of capacity-building programmes implemented.	<b>Five capacity-building programmes implemented:</b>				
	<b>1. 2 500</b> unemployed youth trained on norms and standards for safe tourism operations.	<b>625</b> unemployed youth trained on norms and standards for safe tourism operations.	<b>625</b> unemployed youth trained on norms and standards for safe tourism operations.	<b>625</b> unemployed youth trained on norms and standards for safe tourism operations.	<ul style="list-style-type: none"> <li><b>625</b> unemployed youth trained on norms and standards for safe tourism operations.</li> <li>Annual report compiled for training of <b>2 500</b> unemployed youth on norms and standards for safe tourism operations.</li> </ul>
	2. 250 SMMEs and 1 500 unemployed youth trained on norms and standards for safe tourism operations in all 9 provinces.	<ul style="list-style-type: none"> <li>Project plan for the training of 250 SMMEs developed</li> <li>Procurement of the service provider for the training of 250 SMMEs finalised.</li> </ul>	Recruitment and selection of SMMEs undertaken.	Training of 125 SMMEs on the norms and standards for safe tourism operations in four provinces undertaken.	<ul style="list-style-type: none"> <li>Training of 125 SMMEs on the norms and standards for safe tourism operations in 5 provinces undertaken.</li> <li>Report compiled on the 250 SMMEs trained on norms and standards for safe tourism operations in all 9 provinces.</li> </ul>

Output Indicator	Annual Target 2023/24	Quarterly Targets			
		Q1	Q2	Q3	Q4
	3. NTCE 2023 hosted.	Project plan for hosting of NTCE 2023 developed.	NTCE 2023 Project Plan deliverables implemented.	<ul style="list-style-type: none"> <li>NTCE 2023 hosted.</li> <li>Report developed.</li> </ul>	NTCE Project Close Out Report developed.
	4. 50 chefs undergo an RPL process.	Project plan developed for the RPL of 50 Chefs.	Recruitment, selection and induction of learners for RPL process.	Report on the Implementation of the Training of learners for RPL process.	Report on the Implementation of the Training for 50 chefs for RPL process.
	5. 1 500 unemployed youth trained on identified skills development programmes.	<ul style="list-style-type: none"> <li>Recruitment and on-boarding of participants undertaken.</li> <li>Training delivery and placement of 375 unemployed youth with the host employers.</li> </ul>	Training delivery and placement of 375 unemployed youth with the host employers.	Training delivery and placement of 375 unemployed youth with the host employers.	<ul style="list-style-type: none"> <li>Report on 375 unemployed youth trained on identified skills development programmes.</li> <li>Annual report compiled for training and placement of 1 500 unemployed youth on in various skills development programmes.</li> </ul>

### 5.15 Explanation of planned performance over the medium-term period

The Tourism Sector Support Services ensures that the tourism sector is transformed, and supported through the Skills Development and Enterprise Development Programmes. The outputs and outcomes identified will not only assist in empowering retrenched women, youth and PWDs to enjoy and participate in the tourism space, but will ensure that interventions are set and implemented for tourism across the value chain to enable safe tourism operation and rebuild consumer confidence.

#### Enterprise Development and Transformation

Transformation is one of the key pillars of the NDP, and the main driver for inclusive economic growth and job creation. Following the amendment of the Generic Codes for B-BBEE by the the Department of Trade, Industry and Competition (the dtic), the Tourism Transformation Council of South Africa developed the new transformation Code for the tourism sector in consultation with tourism stakeholders to de-racialised and advance economic transformation in the sector. The performance is to deliver needs-based enterprise development support programmes that will strengthen the sustainability of rural-based tourism enterprises, including community-owned tourism establishments. The outputs and outcomes identified will seek to increase the participation of women and youth in tourism. Events and Festivals can be critical

stimulators of tourism with the longer-term goal as catalysts for economic development, attract inbound and domestic tourists, improve destination, encourage municipal development, attract investment, and brand improvement and positioning. In 2023/24, the Department will pilot the use of events and festivals to expand township and rural tourism to support the sustained revitalisation of affordable and accessible domestic travel and tourism. Responsible Tourism is defined as a tourism management strategy in which the tourism sector and tourists take responsibility to protect and conserve the natural environment, respect and conserve local cultures and ways of life, and contribute to stronger local economies and a better quality of life for local people. The Department developed the Tourism Environmental Implementation Plan, the Framework for Community Participation in Tourism and the Universal Accessibility Programme. The performance is to create capacity among youth in the country who would be upskilled on the promotion of energy efficiency, water-use efficiency and proper waste management in the tourism sector.

### **Visitor Support Services**

Visitor services are key to domestic and international travel as they seek to ensure information integrity and facilitates accurate information for planning travel to the country. They may take the form of the provision of tourism information (including all travel information channels, through digital media, brochures, and Visitor Information Centres). When travellers visit a country, it is important for them to be assured of safety when travelling through a destination to experience a variety of a country's attractions. The outputs and outcomes identified will not only promote visible safety monitoring but will ensure that the norms and standards set to promote safe tourism operations are well promoted and monitored at different attractions across the country.

### **Tourism Sector Human Resource Development**

Great advances have been made in the introduction of tourism and hospitality to the formerly disadvantaged schools that are mostly found in rural areas and townships. Tourism is a new learning area; it was also one of those subjects that were construed as a new strategy to advance job opportunities in South Africa. Teaching of tourism in South Africa takes place in public and private high schools and universities; especially since 1996. It is envisioned that our programmes would benefit mostly learners from the previously disadvantaged communities, including exciting them to take up careers in travel and hospitality.

### **Tourism Incentive Programme**

Recent process improvements and streamlining of the application process have resulted in improved turnaround times and an increase in the number of applications submitted for adjudication in the GTIP. The programme is now well established and a growing number of beneficiaries have completed installations and are starting to reap the benefits of more efficient energy and water systems. The success of the programme to date has supported the recent extension and recapitalisation of the programme. The TEF unfortunately remains suspended following a High Court interdict, but the Department remains confident that once the ongoing legal process has been finalised and concluded, the fund will be reintroduced to stimulate increased transformation of the tourism sector.



## 5.16 Programme Resource Consideration: Programme 4

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited outcome	Audited outcome	Audited outcome	Revised estimate	Revised baseline	Revised baseline	Revised baseline
Sub-programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Tourism Sector Support Services Management	11 831	6 143	4 259	11 326	11 742	12 269	12 853
Tourism Human Resource Development	29 040	18 605	27 064	30 679	31 635	33 037	34 523
Enterprise Development and Transformation	34 701	41 716	37 362	48 204	50 093	52 443	54 883
Tourism Visitor Services	24 119	22 147	23 439	26 068	26 436	27 603	28 839
Tourism incentive programme	148 307	106 795	271 414	242 818	243 104	258 054	268 471
<b>Total</b>	<b>247 998</b>	<b>195 406</b>	<b>363 538</b>	<b>359 095</b>	<b>363 010</b>	<b>383 406</b>	<b>399 569</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>111 363</b>	<b>123 950</b>	<b>97 818</b>	<b>129 123</b>	<b>132 454</b>	<b>138 453</b>	<b>144 793</b>
Compensation of employees	72 111	71 599	74 665	81 858	83 401	87 073	90 900
Goods and services	39 252	52 351	23 153	47 265	49 053	51 380	53 893
Catering: Departmental activities	1 924	915	1 509	1 968	3 048	3 200	3 356
Consultants: Business and advisory services	5 364	10 386	10 066	14 252	7 726	8 089	8 484
Agency and support/outsourced services	4 346	34	21	9	4 443	4 645	4 872
Travel and subsistence	13 963	1 579	4 961	18 813	18 861	19 758	20 728
Training and development	6 896	7 156	2 012	2 387	8 287	8 680	9 102
Venues and facilities	3 772	3 335	1 508	4 982	2 188	2 290	2 401
<b>Transfers and subsidies</b>	<b>135 921</b>	<b>71 189</b>	<b>265 349</b>	<b>229 903</b>	<b>230 556</b>	<b>244 953</b>	<b>254 776</b>
Departmental agencies and accounts	3 715	3 000	264 918	4 288	4 425	4 624	4 831
Public corporations and private enterprises	131 736	50 523	-	225 172	225 692	239 870	249 465
Non-profit institutions	413	-	431	443	439	459	480
Households	57	17 666	-	-	-	-	-
<b>Payments for capital assets</b>	<b>700</b>	<b>265</b>	<b>355</b>	<b>69</b>	<b>-</b>	<b>-</b>	<b>-</b>
Machinery and equipment	700	265	355	69	-	-	-
<b>Payments for financial assets</b>	<b>14</b>	<b>2</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>247 998</b>	<b>195 406</b>	<b>363 538</b>	<b>359 095</b>	<b>363 010</b>	<b>383 406</b>	<b>399 569</b>

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

Tourism Sector Support Services (**Programme 4**) has a budget allocation of R363 million for 2023/24 which includes Compensation of Employees amounting to R83,4 million and the TIP with a budget of R243 million. Projects within the TIP include tourism transformation through the TEF, and GTIP projects. The Compensation of Employees represents 23% of the branch's total allocation, amounting to R83 million for the financial year.

## 6. UPDATED KEY RISKS AND MITIGATIONS

**Table 9: Updated Key Risks**

OUTCOMES	RISK NO.	KEY RISKS	RISK MITIGATIONS
<b>Increase the tourism sector's contribution to inclusive economic growth.</b>	Strategic Risk (SR) 1	Inability to meet the Tourism B-BBEE Sector Code targets to facilitate radical economic transformation within the tourism sector.	<ul style="list-style-type: none"> <li>• Enhance awareness campaigns on Tourism B-BBEE Scorecard and programmes offered by the Department.</li> <li>• Consultation with stakeholders on the Tourism Transformation Strategy.</li> <li>• Establish mechanism for monitoring and reporting of sector transformation targets indicated in the Tourism B-BBEE Sector Codes.</li> <li>• Support the Tourism Transformation Council of South Africa to be independent from the Department of Tourism.</li> <li>• To engage the National Empowerment Fund (NEF) and Development Bank of Southern Africa (DBSA) to include the B-BBEE targets for those appointed through their programmes.</li> <li>• Facilitate the review of the Executive Development Programme (EDP) for Black women.</li> </ul> <p><b>Implementation of the following incubation programmes:</b></p> <ul style="list-style-type: none"> <li>• Tour Operators, Tourism Tech Innovation, Food Services and Community-Based Tourism Incubator, Homestay Incubator Support Programme.</li> <li>• Implement Business Development Support for Women in Tourism - Limpopo Pilot.</li> <li>• Tourism Incentive Programme: Implement Tourism Market Access Support Programme, Tourism Grading Support Programme and facilitate implementation of the TEF.</li> </ul>

OUTCOMES	RISK NO.	KEY RISKS	RISK MITIGATIONS
<b>Increase the tourism sector's contribution to inclusive economic growth.</b>	SR 2	Inadequate infrastructure planning and implementation.	<ul style="list-style-type: none"> <li>• Utilise the revised infrastructure contract, planning, implementation and monitoring templates and processes (applicable for all new projects).</li> <li>• Project site visits, project steering committees and regular engagements with the DBSA team to review project progress.</li> <li>• SLA between the Department and DBSA to be performance oriented with related tranche payments.</li> <li>• Commence with the development of a new web-based project management system.</li> <li>• Implement the National Treasury Standard for Infrastructure Procurement Delivery Mechanism governing the infrastructure life cycle.</li> </ul>
	SR 3	Inability to create an enabling legislative and regulatory environment for tourism development and growth.	Review the NTSS, 2016 and, if required, the Tourism Act, 2014
	SR 4	Key markets access to South Africa constrained due to limited aviation and visa capacity especially following the COVID-19 pandemic (not within their control).	<ul style="list-style-type: none"> <li>• Facilitate a national approach to air access initiatives in collaboration with the Department of Transport (DOT) and key partners.</li> <li>• Actively participate in the National Air Access Committee to stimulate Air Services.</li> <li>• Support the Department of Home Affairs (DHA) in the development of the eVisa programme where needed.</li> </ul>
	SR 5	Poor brand reputation and potential visitors' perceptions about safety of Destination South Africa.	<ul style="list-style-type: none"> <li>• Implementation of the Tourism Monitor Programme.</li> <li>• Participation at the JCSP.</li> <li>• Provide reports on the implementation of the Tourism Safety Strategy and Action Plan (fast-tracking of cases related to tourist attacks and the implementation of Virtual Courts for cases related to international tourists).</li> </ul>
	SR 6	Negative effect of public health emergencies due to global outbreaks, extreme weather events, national disasters and climate change.	<ul style="list-style-type: none"> <li>• Implementation of Tourism Monitors Programme to incorporate norms and standards for safe tourism operation.</li> <li>• Skills Development Programmes Training implemented with training on norms and standards integrated.</li> <li>• Service Excellence Standards implemented with norms and standards for safe tourism operations.</li> <li>• Training of SMMEs on Norms and Standards.</li> <li>• Capacity-building Programmes to integrate training on norms and standards.</li> <li>• Create awareness about the vulnerability of Destination South Africa and necessary mitigations.</li> </ul>

OUTCOMES	RISK NO.	KEY RISKS	RISK MITIGATIONS
<b>Increase the tourism sector's contribution to inclusive economic growth.</b>	SR 7	Decline in supply side products and services following the COVID - 19 pandemic.	<ul style="list-style-type: none"> <li>• Support Tourism Infrastructure Maintenance in state-owned attractions and assets.</li> <li>• Collect secondary data by using other platforms or alternative methods/ issue a call for information to bridge the information gap that exists.</li> </ul>
	SR 8	Delays in the implementation of the Tourism Transformation Fund.	<ul style="list-style-type: none"> <li>• Monitoring of the implementation of the Tourism Transformation Fund (TTF).</li> <li>• Appointment of senior departmental officials on the NEF's 3rd party funds committee to assist in the adjudication of recommended TTF applications.</li> <li>• Contract management (effect provisions of the MoA).</li> <li>• Appointment of departmental officials on the Project Steering Committee of the TTF.</li> <li>• Review of quarterly TTF implementation reports received from National Empowerment Fund (NEF).</li> <li>• Conduct business case on the use of business partners e.g. Banks.</li> <li>• Investigate alternative delivery mechanism/s for TTF.</li> </ul>
	SR 9	Ineffective contract management.	<ul style="list-style-type: none"> <li>• Facilitate oversight on Contract Management through the Operations Committee (representation from Branches, Legal Services, SCM, Finance, Risk).</li> <li>• Review risk identification and itigation Plan for all departmental contracts.</li> <li>• Top Management and Management Committee (MANCO) oversight on Contract Management.</li> <li>• Awareness on quality contracts, vetting processes, guarantees, warranties and retention fee administration.</li> <li>• Review the current Contract Management Policy.</li> <li>• Facilitate development and approval of Standard Operating Procedures on Contract Management.</li> <li>• Establish a centralised and credible Contract Management Register.</li> <li>• Implement Internal Control measures (e.g. compliance checklist) Contract Management.</li> <li>• Facilitate training on specification development and Bid Evaluation for all employees.</li> <li>• Facilitate training on Contract Management to relevant functionaries.</li> <li>• Facilitate Project Management Training for relevant functionaries.</li> <li>• Facilitate suitable KRA and Targets for all sub-programmes responsible for Contract Management.</li> </ul>

OUTCOMES	RISK NO.	KEY RISKS	RISK MITIGATIONS
<b>Achieve good corporate and cooperative governance.</b>	SR 10	Monopoly and collusive practices by suppliers.	<ul style="list-style-type: none"> <li>• Vetting of service providers and departmental employees.</li> <li>• Confidential and or secrecy forms signed by all departmental employees.</li> <li>• Declaration of conflict of interest by all employees involved in procurement processes.</li> <li>• Blacklist service providers involved in bid rigging with NT register of defaulters.</li> </ul>
	SR 11	Inadequate Project Management.	<ul style="list-style-type: none"> <li>• Strengthen project management, monitoring and reporting capacity of project managers, through the DBSA skills transfer process.</li> <li>• Continue to implement a system for monitoring progress of projects. The system is already in place and needs continual implementation and improvement.</li> <li>• Projects or programme concept/design and implementation plan to be developed.</li> <li>• Approved concept/design to be made available to procurement committees and to form the basis for the development of Terms of References.</li> </ul>
	SR 12	Inadequate alignment between the Department's strategic priorities and (SA Tourism).	<ul style="list-style-type: none"> <li>• Facilitate MTEF integrated Planning between the Department and SA Tourism.</li> <li>• Strengthen oversight on SA Tourism through the following instruments:               <ul style="list-style-type: none"> <li>» SLA between SA Tourism and the Department linking deliverables to tranche payments;</li> <li>» Public Entity Oversight Framework;</li> <li>» Revised Governance Protocol; and</li> <li>» Quarterly Entity Oversight Reports.</li> </ul> </li> </ul>



## 7. PUBLIC ENTITY

Table 10: Public Entities

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

## 8. INFRASTRUCTURE PROJECTS

Table 11: Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure
1.	<b>Twenty-Nine Community-based Tourism Projects implemented in various parts of the country<sup>7</sup>.</b>	Destination Enhancement and Working for Tourism.	Support the Implementation of Twenty-Nine Community-based Tourism Projects.	Implementation of Twenty-Nine Community-Based Tourism Projects supported and monitored.	November 2020	Each project has its estimated completion date.	R573 460 000	R84 417 428,88 ( <b>Note:</b> As these are multi-year projects, both the funding and implementation will be managed over multiple financial years).

Table 12: Breakdown of the 29 Community-Based Tourism Projects

No.	Project Name	Location (Province)	Project Description and Phase	Project Construction Start Date	Project Estimated End Date	Total Estimated Project Cost	2023-2024 Projected Expenditure
1.	<b>Vha Tsonga</b>	Limpopo	<ul style="list-style-type: none"> <li>Construction of the cultural village.</li> <li>Design development stage.</li> </ul>	2023-07-04	2024-05-04	To be determined (TBD)	R14 145 825,00
2.	<b>Matsila Lodge</b>	Limpopo	<ul style="list-style-type: none"> <li>Construction of accommodation facilities including restaurant.</li> <li>Works stage.</li> </ul>	2023-01-23	2023-11-30	R36 366 481,12	R27 838 450,00

<sup>7</sup> Community Based Projects: LP Va Tsonga, LP Matsila Lodge, LP Phiphidi Waterfall, LP Oaks Lodge, LP Ngove, LP Tisane, FS QwaQwa Guest House, FS Vredefort Dome, FS Monotsha, NW Manyane Lodge, NW Lotlamoreng Dam, NC Platfontein Lodge, NC Kamiesburg, KZN Muzi Pan, NW Lehututhse Bird and Trophy Hunting; NC McGregor Museum; KZN; Isibhubhu ; EC Mthonsi Lodge, EC Qatywa Lodge, EC Nyandeni Chalets, EC Western Thebuland, Numbi Gate(Nkambeni), Numbi Gate(Mdluli), Nandoni Dam, Tshathogwe Game Farm, Mpate Recreational Social Tourism Facility, Mtiti Game Farm, Royal Khalanga Lodge.

No.	Project Name	Location (Province)	Project Description and Phase	Project Construction Start Date	Project Estimated End Date	Total Estimated Project Cost	2023-2024 Projected Expenditure
3.	<b>Phiphidi Waterfall</b>	Limpopo	<ul style="list-style-type: none"> <li>Refurbishment of accommodation facilities.</li> <li>Procurement stage-evaluation completed.</li> </ul>	2023-05-30	2024-03-09	TBD	R27 068 450,00
4.	<b>Oaks Lodge</b>	Limpopo	<ul style="list-style-type: none"> <li>Refurbishment of accommodation facilities.</li> <li>Works stage.</li> </ul>	2023-03-07	2024-01-07	R25 807 207,29	R20 168 450,00
5.	<b>Ngove</b>	Limpopo	<ul style="list-style-type: none"> <li>Demolish and extend existing accommodation facilities.</li> <li>Works stage.</li> </ul>	2-7 March 2023-03-06 (what is correct date)	2024-01-06	R29 988 483,30	R24 968 450,00
6.	<b>Tisane</b>	Limpopo	<ul style="list-style-type: none"> <li>Completion of accommodation facilities.</li> <li>Works stage.</li> </ul>	2023-01-26	023-11-26	R27 463 083,70	R21 868 450,00
7.	<b>Qwa Qwa Guest House</b>	Free State	<ul style="list-style-type: none"> <li>Completion of outstanding works on accommodation facilities.</li> <li>Works stage.</li> </ul>	2022-09-07	2023-05-17	R27 857 689,07	R23 888 668,83
8.	<b>Vredefort Dome</b>	Free State	<ul style="list-style-type: none"> <li>Completion of outstanding works on dome facility.</li> <li>Works stage.</li> </ul>	2022-10-07	2023-09-17	R24 160 892,96	R18 635 000,00
9.	<b>Monotsha</b>	Free State	<ul style="list-style-type: none"> <li>Completion of existing 700 m access road.</li> <li>Works stage.</li> </ul>	2022-09-07	2023-05-17	R7 141 107,65	R7 141 107,65
10.	<b>Manyane Lodge</b>	North West	<ul style="list-style-type: none"> <li>Refurbishment of accommodation facilities.</li> <li>Procurement – re-tender to be advertised.</li> </ul>	TBD	TBD	TBD	R19 101 307,14

No.	Project Name	Location (Province)	Project Description and Phase	Project Construction Start Date	Project Estimated End Date	Total Estimated Project Cost	2023-2024 Projected Expenditure
11.	<b>Lotlamoeng Dam</b>	North West	<ul style="list-style-type: none"> <li>Construction of day visitor facilities.</li> <li>Design development stage.</li> </ul>	2023-08-04	2023-12-04	TBD	R17 655 592,86
13.	<b>Platfontein Lodge</b>	Northern Cape	<ul style="list-style-type: none"> <li>Construction/refurbishment of accommodation facilities.</li> <li>Concept stage - further specialist studies required.</li> </ul>	TBD	TBD	TBD	R662 323,42
14.	<b>Kamiesburg</b>	Northern Cape	<ul style="list-style-type: none"> <li>Refurbishment/Re-construction of existing accommodation facilities.</li> <li>Design development stage.</li> </ul>	2023-09-15	2024-05-15	TBD	R1 048 293,72
15.	<b>Muzi Pan</b>	KwaZulu-Natal	<ul style="list-style-type: none"> <li>Construction/refurbishment of accommodation facilities.</li> <li>Procurement stage.</li> </ul>	2023-06-09	2024-01-09	TBD	R19 761 500,00
16	<b>Lehurutshe Bird and Trophy Hunting</b>	North West	<ul style="list-style-type: none"> <li>Refurbishment of accommodation facilities.</li> <li>Design development stage.</li> </ul>	2023-08-04	2024-02-04	TBD	R23 505 400,00
17.	<b>Mthonsi Lodge Conferencing/ Accommodation</b>	Eastern Cape	<ul style="list-style-type: none"> <li>Completion of accommodation facilities.</li> <li>Works stage.</li> </ul>	2022-11-02	2023-11-12	R31 072 567,60	R23 052 000,00
18.	<b>Qatywa Lodge Conferencing/ Accommodation</b>	Eastern Cape	<ul style="list-style-type: none"> <li>Construction of accommodation facilities.</li> <li>Works stage.</li> </ul>	2022-12-20	2024-01-16	R32 802 163,00	R27 630 000,00
19.	<b>Nyandeni Chalets Conferencing/ Accommodation</b>	Eastern Cape	<ul style="list-style-type: none"> <li>Construction of accommodation facilities.</li> <li>Works stage.</li> </ul>	2022-08-01	2023-08-15	R20 221 996,17	R20 221 996,17

No.	Project Name	Location (Province)	Project Description and Phase	Project Construction Start Date	Project Estimated End Date	Total Estimated Project Cost	2023-2024 Projected Expenditure
20.	<b>Western Thembuland Conferencing/ Accommodation</b>	Eastern Cape	<ul style="list-style-type: none"> <li>Construction of accommodation facilities.</li> <li>Works stage.</li> </ul>	2022-06-27	2023-06-29	R24 937 638,25	R21 845 208,43
21.	<b>Numbi Gate (Nkambeni)</b>	Mpumalanga	<ul style="list-style-type: none"> <li>Construction of a new Community Centre – outdoor tourism activities.</li> <li>Procurement - Contact or appointment being finalised.</li> </ul>	2023-05-09	2024-01-09	R21 470 289,67	R14 506 400,00
22.	<b>Numbi Gate (Mdluli)</b>	Mpumalanga	<ul style="list-style-type: none"> <li>Construction of a new Cultural Centre.</li> <li>Procurement - Contact or appointment being finalised.</li> </ul>	2023-05-09	2024-01-09	R29 872 941,65	R 26 486 000,00
23.	<b>Nandoni Dam</b>	Limpopo	<ul style="list-style-type: none"> <li>Construction of accommodation facilities.</li> <li>Concept stage.</li> </ul>	TBD	TBD	TBD	R2 8780 600,00
24.	<b>Tshathogwe Game Farm</b>	Limpopo	<ul style="list-style-type: none"> <li>Construction of a new Lodge.</li> <li>Works stage.</li> </ul>	2022-06-13	2023-08-23	R24 627 971,55	R24 627 971,55
25.	<b>Mpate Recreational Social Tourism Facility</b>	Limpopo	<ul style="list-style-type: none"> <li>Construction of a new Lodge and a Restaurant.</li> <li>Works stage.</li> </ul>	2022-06-13	2023-04-14	R25 280 705,00	R25 112 206,38
26.	<b>Mtititi Game Farm</b>	Limpopo	<ul style="list-style-type: none"> <li>Construction of a new Lodge.</li> <li>Works stage.</li> </ul>	2022-06-01	2023-05-11	R25 478 548,92	R17 917 000,00



No.	Project Name	Location (Province)	Project Description and Phase	Project Construction Start Date	Project Estimated End Date	Total Estimated Project Cost	2023-2024 Projected Expenditure
27.	<b>Royal Khalanga Lodge</b>	Limpopo	<ul style="list-style-type: none"> <li>• Upgrade/ refurbishment of the kitchen and dining area of the existing facility.</li> <li>• Procurement – contractor appointment being finalised.</li> </ul>	2023-04-30	2023-11-09	R15 294 695,82	R10 200 000,00
28.	<b>McGregor Museum</b>	Northern Cape	<ul style="list-style-type: none"> <li>• Refurbishment, enhancement and maintenance of the museum.</li> <li>• Design development stage.</li> </ul>	2023-07-04	2024-01-30	TBD	R27 580 714,00
29.	<b>Isibhubhu</b>	KwaZulu-Natal	<ul style="list-style-type: none"> <li>• Refurbishment of events facilities.</li> <li>• Works stage.</li> </ul>	2023-01-16	2023-09-16	R29 918 570,53	R26 423 000,00

## 9. PUBLIC PRIVATE PARTNERSHIP

None.



# PART D

## TECHNICAL INDICATOR DESCRIPTION (TID)

## PROGRAMME 1: ADMINISTRATION

### Sub-Programme: Financial Management

Indicator Title	Numbering of the Indicators must be included for alignment purposes.
<b>Definition</b>	Measures and test the reliability and usefulness of financial and non-financial performance information.
<b>Source of data</b>	Auditor-General's Report.
<b>Method of calculation/assessment</b>	Application of audit procedures by the AGSA on financial and non-financial performance information.
<b>Means of verification</b>	Final Management Report issued by the AGSA.
<b>Assumptions</b>	Effective audit procedures by AGSA on conducting audit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	Deputy Director-General (DDG): Corporate Management and Chief Financial Officer (CFO).

Indicator Title	Percentage procurement of goods and services from SMMEs.
<b>Definition</b>	Measures percentage expenditure from compliant SMMEs.
<b>Source of data</b>	LOGIS and Basic Accounting System (BAS) system and Central Supplier Database (CSD).
<b>Method of calculation/assessment</b>	Expenditure on procurement from compliant SMMEs as a proportion of total departmental expenditure.
<b>Means of verification</b>	Reports from CFO with evidence.
<b>Assumptions</b>	Procurement from government institutions, public entity and transversal contracts is excluded.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	CFO.

Indicator Title	Percentage of compliant invoices paid within prescribed timeframes.
<b>Definition</b>	Measures percentage of compliant invoices paid within 30 days to suppliers of goods and services.
<b>Source of data</b>	BAS.
<b>Method of calculation/assessment</b>	Invoices: Number of days taken to process payment for valid invoices received. Mandatory Payment: payments made to relevant bodies in line with prescripts.
<b>Means of verification</b>	Reports from Office of Chief Financial Officer (OCFO) with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	CFO.

Indicator Title	Percentage of procurement spend from women-owned businesses.
<b>Definition</b>	Measures percentage procurement from women-owned businesses.
<b>Source of data</b>	LOGIS, BAS system and Central Supplier Database.
<b>Method of calculation/assessment</b>	Percentage procurement from women-owned businesses as a proportion of total departmental procurement.
<b>Means of verification</b>	Reports from OCFO with relevant evidence.
<b>Assumptions</b>	Exclusion of Procurement from government institutions, Entities and Transversal Contracts (e.g. SITA, NT).
<b>Disaggregation of beneficiaries (where applicable)</b>	Disaggregated information for women.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	CFO.



## Sub-Programme: Strategy and Systems

Indicator Title	Number of public entity oversight instruments developed.
Definition	Measures the number of instruments developed to promote good governance and oversight of SA Tourism.
Source of data	Inputs from other programmes.
Method of calculation/assessment	Simple count - number of instruments developed and submitted against planned target.
Means of verification	Instruments developed and inputs from other programmes.
Assumptions	Reliability of reports from the relevant units.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	DDG: Corporate Management.

## Sub-Programme: Human Recourse Management and Development

Indicator Title	Percentage of vacancy rate.
<b>Definition</b>	Measures percentage of vacant posts as a proportion of funded posts.
<b>Source of data</b>	Personal and Salary System (PERSAL).
<b>Method of calculation/assessment</b>	Percentage of vacant posts as a proportion of funded posts (Number of funded vacant posts/total funded establishment = vacancy rate).
<b>Means of verification</b>	Vacancy rate report from PERSAL system.
<b>Assumptions</b>	Reliability and availability of PERSAL reports.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Vacancy rate below specified percentage.
<b>Indicator responsibility</b>	DDG: Corporate Management.

Indicator Title	Percentage of compliance with departmental Employment Equity (EE) Targets.
<b>Definition</b>	Measures: <ul style="list-style-type: none"> <li>• Percentage women representation in the Senior Management Service.</li> <li>• Percentage representation of persons with disabilities as a proportion of the filled posts.</li> </ul>
<b>Source of data</b>	PERSAL System.
<b>Method of calculation/assessment</b>	Proportional representation of prioritised categories against funded posts.
<b>Means of verification</b>	EE Report with evidence.
<b>Assumptions</b>	Reliability and availability of PERSAL reports.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	DDG: Corporate Management.

Indicator Title	Percentage of Workplace Skills Plan (WSP) implemented.
<b>Definition</b>	Measures the percentage implementation of interventions on the WSP.
<b>Source of data</b>	Progress report from HRD Unit.
<b>Method of calculation/assessment</b>	Percentage of interventions implemented against the total planned for the year.
<b>Means of verification</b>	Quarterly Training Report with evidence.
<b>Assumptions</b>	Reliability of reports.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: 50%. Target for youth: 5% of the establishment (internship programme).
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance lower than stated targets is not acceptable.
<b>Indicator responsibility</b>	DDG: Corporate Management.

## Sub-Programme: Internal Audit

Indicator Title	Percentage implementation of the Annual Internal Audit Plan.
<b>Definition</b>	Measures percentage implementation of internal audit activities against the approved Internal Audit Plan.
<b>Source of data</b>	Progress report from Internal Audit Unit.
<b>Method of calculation/assessment</b>	Number of issued reports as per the approved Internal Audit Plan.
<b>Means of verification</b>	Finalised internal audit reports issued to the Accounting Officer. Progress Report against the internal audit plan presented to Audit Committee quarterly meetings.
<b>Assumptions</b>	Provision of reasonable assurance on the accuracy, completeness and reliability of the reported performance information based on credible data sources.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance lower than stated targets is not acceptable.
<b>Indicator responsibility</b>	Director: Internal Audit.

## Sub-Programme: Communication services

Indicator Title	Percentage implementation of the Communication Plan.
<b>Definition</b>	Measures percentage compliance with quarterly targets of the Communications Implementation Plan.
<b>Source of data</b>	Reports from the Communications Unit.
<b>Method of calculation/assessment</b>	Number of initiatives undertaken as a proportion of the quarterly targets indicated in the Communications Implementation Plan.
<b>Means of verification</b>	Reports from the Unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly and annually.
<b>Desired performance</b>	Performance lower than target is not acceptable.
<b>Indicator responsibility</b>	DDG: Corporate Management.



## PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

### Subprogramme: Research and Knowledge Management

Indicator Title	Number of monitoring and evaluation reports on tourism initiatives developed.
<b>Definition</b>	Measures the number of monitoring and evaluation reports produced to inform planning and decision-making.
<b>Source of data</b>	Reports from the Monitoring & Evaluation (M&E) Unit.
<b>Method of calculation/assessment</b>	Simple count.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the sources of data.
<b>Disaggregation of beneficiaries (where applicable)</b>	Women. Youth. PWDs. Other groups.
<b>Spatial transformation (where applicable)</b>	Disaggregation by province. Impact evaluation by province-where relevant.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Research, Policy and International Relations.

Indicator Title	Number of instruments developed for improving tourism statistics.
<b>Definition</b>	Measures the number of instruments developed for improving tourism statistics.
<b>Source of data</b>	Reports from the Statistical Analysis Unit.
<b>Method of calculation/assessment</b>	Simple count - number of instruments developed for improving tourism statistics.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Buy-in and support from key stakeholders identified.
<b>Disaggregation of beneficiaries (where applicable)</b>	Key national, provincial and local key stakeholders responsible for the development of key tourism statistics.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Research, Policy and International Relations.

Indicator Title	Number of Information and Knowledge Systems implemented.
<b>Definition</b>	Measures the number of information and knowledge systems developed for tourism.
<b>Source of data</b>	Reports from the Knowledge Management Unit.
<b>Method of calculation/assessment</b>	Simple count - number of information and knowledge systems developed for tourism.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Research, Policy and International Relations.

## Sub-Programme: International Relations and Cooperation

Indicator Title	Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral and other groupings.
<b>Definition</b>	Measures the number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings.
<b>Source of data</b>	Reports from the Unit.
<b>Method of calculation/assessment</b>	Simple count - number of fora prioritised to advance South Africa's tourism interests.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Research, Policy and International Relations.

Indicator Title	Sharing of Best Practices Workshop hosted.
<b>Definition</b>	Assesses whether the Sharing of Best Practices workshop is hosted.
<b>Source of data</b>	Reports from the International Relations and Cooperation (IRC) Unit.
<b>Method of calculation/assessment</b>	Qualitative.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Research, Policy and International Relations.

Indicator Title	Number of outreach programmes with the diplomatic community implemented.
<b>Definition</b>	Measures the number of outreach programmes to the diplomatic community implemented.
<b>Source of data</b>	Reports from the IRC Unit.
<b>Method of calculation/assessment</b>	Simple count - number of outreach programmes implemented.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Research, Policy and International Relations.



## PROGRAMME 3: DESTINATION DEVELOPMENT

### Sub-Programme: Tourism Enhancement

Indicator Title	Number of destination planning and investment coordination initiatives undertaken.
<b>Definition</b>	Measures the number of destination planning and investment coordination initiatives implemented.
<b>Source of data</b>	Reports from the Unit.
<b>Method of calculation/assessment</b>	Simple count - number of destination planning and investment coordination initiatives undertaken.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Spatial distribution can be provided for specific projects.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	DDG: Destination Development.

## Sub-Programme: Destination Planning and Investment Coordination

Indicator Title	Number of destination enhancement initiatives supported.
<b>Definition</b>	Measures number of destination enhancement initiatives implemented in the medium term.
<b>Source of data</b>	Reports from the Unit.
<b>Method of calculation/ assessment</b>	Simple count - number of destination enhancement initiatives supported.
<b>Means of verification</b>	Reports from the unit with supporting evidence.
<b>Assumptions</b>	Reliability of reports with supporting evidence from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Spatial distribution can be provided for specific projects.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	DDG: Destination Development.

## Sub-Programme: Working for Tourism

Indicator Title	Number of work opportunities created through Working for Tourism projects.
<b>Definition</b>	Measures the number of jobs created through the Department's Working for Tourism Programme.
<b>Source of data</b>	Reports from the Unit.
<b>Method of calculation/ assessment</b>	The calculation of work opportunities and Full-time equivalent (FTEs) is in accordance with a formula supplied by the Department of Public Works and Infrastructure.
<b>Means of verification</b>	Reports from the Unit with evidence.
<b>Assumptions</b>	Reliability of reports from the unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Provide disaggregated data for youth, gender and PWDs.
<b>Spatial transformation (where applicable)</b>	Spatial distribution can be provided for specific projects.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	DDG: Destination Development.

## PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

### Sub-Programme: Tourism Incentive Programme

Indicator Title	Number of incentive programmes implemented.
<b>Definition</b>	Measures the number of specific incentives implemented as part of the overall Tourism Incentive Programme.
<b>Source of data</b>	Reports from the Unit.
<b>Method of calculation/ assessment</b>	Simple count - number of incentive programmes implemented.
<b>Means of verification</b>	Reports from the Unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Yes, in terms of gender, ownership and transformation status.
<b>Spatial transformation (where applicable)</b>	Yes, in terms of geographic spread of beneficiaries.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance lower than target is not acceptable.
<b>Indicator responsibility</b>	DDG: Tourism Sector Support Services.

## Sub-Programme: Enterprise Development and Transformation

Indicator Title	Number of Domestic Tourism Awareness Programmes implemented.
Definition	Measures the number of programmes implemented to stimulate domestic tourism.
Source of data	Reports from Domestic Tourism Facilitation Unit.
Method of calculation/ assessment	Simple count - number of Domestic Tourism Awareness Programmes implemented.
Means of verification	Reports from the Unit with evidence.
Assumptions	Reliability of reports from the Unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Spatial distribution can be provided for specific projects.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Performance higher than target is acceptable.
Indicator responsibility	DDG: Tourism Sector Support Services.

## Sub-Programme: Tourism Visitor Services

Indicator Title	Number of initiatives implemented to support tourism SMMEs.
<b>Definition</b>	Measures the number of initiatives implemented to support SMMEs in the tourism sector.
<b>Source of data</b>	Reports from the Enterprise Development Unit.
<b>Method of calculation/ assessment</b>	Simple count - number of initiatives implemented to support tourism SMMEs.
<b>Means of verification</b>	Reports from the unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Yes, in terms of gender, ownership and transformation status.
<b>Spatial transformation (where applicable)</b>	Spatial distribution can be provided for specific projects.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than target is acceptable.
<b>Indicator responsibility</b>	DDG: Tourism Sector Support Services.



Indicator Title	Number of programmes implemented to enhance visitor service and experiences.
<b>Definition</b>	Measures the number of programmes implemented in order to enhance visitor service and experience.
<b>Source of data</b>	Reports from the Tourism Visitor Services Unit.
<b>Method of calculation/ assessment</b>	Simple count - number of programmes implemented to enhance visitor service and experiences.
<b>Means of verification</b>	Reports from the Tourism Visitor Services Unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Spatial distribution can be provided for specific projects.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than planned is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Sector Support Services.

Indicator Title	Number of capacity building programmes implemented.
<b>Definition</b>	Measures the number of Capacity-Building Programmes implemented.
<b>Source of data</b>	Reports from the Tourism Sector Human Resource Development (TSHRD) Unit.
<b>Method of calculation/ assessment</b>	Simple count - number of Capacity-Building Programmes implemented.
<b>Means of verification</b>	Reports from the CD: TSHRD Unit with evidence.
<b>Assumptions</b>	Reliability of reports from the Unit.
<b>Disaggregation of beneficiaries (where applicable)</b>	Yes, in terms of gender, ownership and transformation status.
<b>Spatial transformation (where applicable)</b>	Spatial distribution can be provided for specific projects.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	Performance higher than planned is desirable.
<b>Indicator responsibility</b>	DDG: Tourism Sector Support Services.

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