



**tourism**

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA



# **Department of Tourism Strategic Plan**

**2025/26 - 2029/30**

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## List of Acronyms and Abbreviations

AfCFTA	African Continental Free Trade Agreement
AGSA	Auditor-General South Africa
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
GDP	Gross Domestic Product
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NTSS	National Tourism Sector Strategy
SACU	Southern African Customs Union
SARB	South African Reserve Bank
SA Tourism	South African Tourism
SMME	Small, Medium, and Micro Enterprises
SONA	State of the Nation Address
Stats SA	Statistics South Africa
TID	Technical Indicator Description
UNWTO	United Nations World Tourism Organisation
UK	United Kingdom
WEF	World Economic Forum
WTTC	World Travel and Tourism Council



## **Executive Authority Statement**

The Department of Tourism is the lead government agency that delivers the tourism sector's contribution to South Africa's annual GDP growth. We are all mindful that inequality still persists in our society. Therefore, all government plans and programmes of necessity focus on reducing poverty and creating jobs and employment opportunities, particularly for the high number of unemployed youths. We have lagged behind our peers in respect of post-COVID-19 recovery in tourism. Thus, we, therefore, have to accelerate efforts to achieve the requisite levels of impactful growth we know can be achieved.

The Tourism Growth Partnership Plan is an exciting vehicle through which the Department, working with all stakeholders and partners, can build the tourism sector to its rightful place as a critical driver of inclusive economic growth. The Growth Plan is supported in the department by four key programmes of action, which will guide the execution of agreed actions. These cover corporate management, tourism research policy and international relations, destination development and tourism sector support for transformation and work opportunities. In order for the department to execute its mandate with credibility, we have to operate efficient systems and processes with the requisite levels of ethics and integrity. In this regard, our corporate management operations must be beyond reproach, defined by ethical and good corporate governance, strategic leadership and well-structured support services including sound financial and legal management, communications, digital services, employee effectiveness, productivity and clean audits.

Given the diversity of the authorising environment, the department's lead role in coordinating with other agencies should be effective and laser-focused on job creation in line with the broader objectives of our government. The Department should, therefore, drive the coordination of efficient inter-governmental regulatory processes backed by innovation and technology and drive outcomes while ensuring the active participation of the relevant stakeholders from programme inception to execution. In this regard, the department should aim to work closely with the Departments of Home Affairs, Transport, Labour and Employment, Trade, Industry and Competition, and International Relations to influence enablers for growth and job-creating investments

A thriving tourism industry is one that is supported by robust tourism policy research insights and knowledge management, both of which are key to informing the understanding of available opportunities for job creation in South Africa. The Department's existing incentive schemes should facilitate transformation in order for communities to access jobs, and equally key, the skills enabled by these incentives should be demand-led, aimed at connecting trained youths with real earning opportunities, and not be provided as a tick box exercise. Travellers will keep coming back to South Africa because they have had a good experience. We should encourage this by collaborating with others to create an attractive visual environment. In this context, our infrastructure should be well maintained as that enhances traveller satisfaction. Through existing programmes such as the EPWP, new pipelines of community projects will be completed successfully before they are handed over. Travellers should feel safe in our country, and good roads, efficient and safe public transport, water and waste management, functioning communication networks, reliable electricity supply, and health infrastructure all contribute immensely to the ultimate experience that travellers will have about South Africa as a destination. Resilient infrastructure anywhere unlocks economic opportunities for local small and medium-sized community businesses.

The **Growth Partnership** prioritises jobs and presents a unique opportunity to pivot the way we work to truly transform the tourism sector for the benefit of all South Africans. We can only achieve this if we work differently, embrace new technologies and innovation to keep up with international trends to attract travellers, and focus on relentless delivery.

I thank Deputy Minister Sotyru for her support, as well as the DG and the entire Department of Tourism family for embracing the change that will lead us toward our vision. I know that relentless delivery is what will ultimately allow us to win.

A handwritten signature in black ink that reads "P. de Lille". The signature is written in a cursive, flowing style.

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



### **Deputy Minister Statement**

The 7<sup>th</sup> Administration Medium Term Development Plan approved by Cabinet has provided the foundation for the development of our medium-term strategic priorities and key interventions as the Department of Tourism. We are dedicated to delivering inclusive growth and job creation, reducing poverty and tackling the high cost of living; and building a capable, ethical, and developmental state. As demonstrated by the plan outlined herein, all our efforts and resources will be directed towards these high-level priorities.

The opportunity presented by the tourism sector has the potential to drive the growth necessary to touch people's lives and change their fortunes. We will draw from the natural beauty and abundance of our country to attract visitors to our shores to enjoy our destinations. To meet the MTDP target on arrivals to South Africa, the Department must ensure that supply side of the tourism sector provides excellent visitor services with unique and memorable experiences.

We must expand the benefits from tourism activity to ensure that the growth we are seeking is inclusive. We will ensure that transformation is a thread that runs through all our interventions, so we can see an improvement in ownership patterns and spread benefits that result from the economic activity in the tourism sector.

We are encouraged by the support that government continues to provide to address the barriers to the tourism sector. These interventions provide a springboard upon which, together with our public and private partners, we will meet our goal of growing our destination's share of international arrivals, growing domestic tourism and thereby growing tourism's contribution to economic growth and job creation.

To Minister De Lille, I appreciate the leadership you have provided in the development of this plan and look forward to working together to see this plan through.

To Team Tourism, I extend my gratitude for the work done thus far to concretise this plan. I offer my dedicated attention to providing the support you need to deliver on these aspirations.

Therefore, as we embark on this new administrative term together with our sector partners, we commit to focus on effective implementation of impactful programmes that respond to needs of our citizens. Our people deserve it.

A handwritten signature in black ink, appearing to read 'Maggie Soty', written over a horizontal line.

**Ms. Makhotso Maggie Soty, MP**  
**Deputy Minister of Tourism**



## **Accounting Officer Statement**

The resolution of the Government of National Unity to dedicate the next five years to actions that will advance three strategic priorities defined the mandate to which the Tourism Portfolio should focus its Plans. These priorities are to drive inclusive growth and job creation, reduce poverty, tackle the high cost of living, and build a capable, ethical, and developmental state. The Tourism Portfolio's Plans are geared towards contributing to employment creation, contributing to the country's Growth Domestic Product, and the economy, which are a function of increased tourist arrivals, marketing of Brand South Africa, and promotion of domestic travel. The Portfolio mission therefore is to grow arrivals to South Africa, grow the economic performance of the tourism sector, grow the number of jobs provided by the sector, and ensure that public funds are spent for the good of the people of South Africa.

Tourism is well placed to contribute to these priorities as a sector that contributes to inclusive economic growth and that is rich with opportunities for economic participation. Over the past few years, the sector has been on a growth trajectory which puts it in good stead to the set target of achieving the 15 million arrivals target set in the National Development Plan. The Tourism Sector Masterplan has brought together the private and public sectors in social contracts to further drive growth within the sector. To harmonise the approach to developing tourism in a sector that has a concurrent mandate, Cabinet approved White Paper on the Development and Promotion of Tourism in South Africa, 2024, also guides the next phase of tourism development and ensures that the country as a tourism destination moves towards reaching its full potential.

Despite the budget cuts that impact the mandate of the Department in creating job opportunities, the Department, in partnership with its stakeholders in the private sector, plans to implement various programmes that focus on improving the visitor experience. These budget cuts in the EPWP funding will affect the number of intensive job opportunities created by the Department, and perpetuate imbalances in the previously disadvantaged groups of society such as women and youth.

The Department currently uses traditional ways to provide services to citizens, such as paper-based forms and phone support. Where systems exist, they are not interoperable. This causes inefficiencies and delays in reaction time, which has an impact on service delivery. The growing demand for speedier and more accessible services underscores the importance of a digital transformation to update or automate operations and improve service delivery. To this purpose, the Department intends to improve service delivery by implementing a digital transformation effort. This will be done through the introduction of digital platforms and tools to streamline service delivery, improve citizen engagement, and increase operational efficiencies within the Department. The initiative responds to increasing demand for faster and more accessible services through modernisation and automation of systems to improve service delivery.

Introduction of digital transformation aligns with the White Paper on the Development and Promotion of Tourism in South Africa's vision of a tourist sector that must keep up with technological advancements. It states that a framework for the sector's digital integration will be devised. This should include the creation of a tourist Data Hub where all tourist research conducted by stakeholders is freely accessible, allowing for tourism analytics, informed decision-making, and product positioning.

The development of tourism requires effective interdepartmental coordination. The 7<sup>th</sup> Administration's priority of a capable, ethical and developmental state, calls for addressing fragmentation, strengthening oversight, the role of state-owned entities, and professionalising the public service, among others. The intention is to ensure that public services are delivered effectively, efficiently, and economically, cognisant of the prevailing fiscal constraints.

The Minister and Deputy Minister's leadership role is appreciated in assisting the Department to better understand and interpret the political imperatives of the 7<sup>th</sup> Administration. These are essentially about job creation, growth and implementation of impactful projects.

The Department also appreciates its staff whose contribution in implementation of projects that target the vulnerable and poor will always be invaluable. They are an important factor without which not plan can succeed.

A handwritten signature in black ink, consisting of a large, stylized 'V' followed by a smaller 'e' and a final flourish.

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**Mr Nkhumeleni Victor Vele**  
**Accounting Officer**

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Tourism under the guidance of Minister Patricia De Lille, MP
- Considered all the relevant policies, legislation, and other mandates for which the Department of Tourism is responsible.
- Accurately reflects the Impact, Outcomes, and Outputs which the Department of Tourism will endeavour to achieve over the period 2025/26 – 2029/30.

Signature: 

Ms. Nomzamo Bhengu

Acting Deputy Director-General: Corporate Management

Signature: 

Ms Anemé Malan

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

Signature: 

Ms Shamilla Chettiar

Deputy Director-General: Destination Development

Signature: 

Ms Mmaditlonki Setwaba

Deputy Director-General: Tourism Sector Support Services

Signature: \_\_\_\_\_

Ms. Malemane Maponya

Chief Financial Officer

Signature: \_\_\_\_\_

Ms. Nomzamo Bhengu

Chief Director: Strategy and Systems

Signature: \_\_\_\_\_

Mr Nkhumeleni Victor Vele

Accounting Officer

Signature: \_\_\_\_\_

Ms. Makhotsa Maggie Soty, MP

Deputy Minister

**Approved by:**

Signature: \_\_\_\_\_

P. de Lille

Ms Patricia De Lille, MP

Executive Authority

## **PART A: OUR MANDATE**

### **1. Constitutional mandate**

Part A of Schedule 4 to the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national, provincial, and local government legislative competence.

### **2. Legislative and policy mandate**

#### **2.1 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 the enjoyment of all its residents and foreign visitors; provide for the effective domestic and international marketing of South Africa as a tourist destination; promote quality tourism products and services; promote growth in and development of the tourism sector, and enhance cooperation and coordination between all spheres of government in developing and managing tourism.

#### **2.2 Policy mandate**

- The NDP is the 2030 vision for the country. It envisions rising employment, productivity, and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards, and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- White Paper on the Development and Promotion of Tourism in South Africa, 2024 guides the next phase of tourism development and ensures that the country as a tourism destination moves towards reaching its full potential. It envisions a tourism sector that utilizes innovation and digital technology for innovative experiences, strengthens partnerships, addresses growth barriers, and addresses social cohesion needs.
- The National Tourism Sector Strategy (NTSS), 2016, provides a blueprint for the tourism sector. It is anchored on the following five pillars: effective marketing, ease of access, visitor experience, destination management, and broad-based benefits.
- Tourism Sector Masterplan (TSMP) (2023 - 2026) – is derived from Tourism Sector Recovery Plan (TSRP). It primarily aims to galvanise government, industry, and labour to collectively share a common vision that will position the tourism industry on an inclusive and sustainable competitive path for the benefit of all South Africans. The TSMP contains the following three pillars: Protect and Rejuvenate Supply, Reignite Demand, and Strengthen Enabling Capability to support the sector's recovery and long-term sustainability.

### **3. Institutional Policies and Strategies over the five-year planning period**

- National Tourism Sector Strategy, 2016.
- National Tourism Sector Masterplan, 2023.
- White Paper on the Development and Promotion of Tourism in South Africa, 2024.
- Tourism B-BBEE Codes 2015.

### **4. Relevant Court rulings**

None.

## PART B: OUR STRATEGIC FOCUS

### 5. Vision

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

### 6. Mission

To grow an inclusive and sustainable tourism economy through:

- ethical, capable and developmentally-orientated governance.
- strategic partnerships and collaboration;
- innovative and digitally transformed services,
- evidence-based decision making; and
- effective stakeholder management.

### 7. Values

#### 7.1 Performance values

- **Innovative:** Leveraging of resources and partnerships to optimise delivery to our clients, and being responsive to change.
- **Ethical:** Upholding the principles of integrity, transparency and accountability.
- **Customer focus:** Providing services and solutions in a manner that is efficient, effective and responsive.

#### 7.2 Organisational values

- **Empowerment:** Create an environment conducive for employee development and empowerment.
- **Integrity:** Act with integrity by maintaining the highest standards for accountability, serving with respect, honesty and trustworthiness.
- **Recognition:** An organisation that ensures fairness of systems and processes, being supportive as well as recognising and rewarding performance.

## **8. Situational Analysis**

### **8.1 External Environment Analysis**

#### **8.1.1 Global Tourism Outlook**

Tourism is a driver for economic growth and a demand stimulator. It is well positioned to link under-developed 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.

The COVID-19 pandemic highlighted vulnerabilities in systems, supply chains, and entrenched practices. The travel and tourism sectors were key vectors in the spread of COVID-19 disease and various forms of lockdown restrictions to human mobility as a primary defence mechanism. This helped expose the systemic risks of an industry that accounts for as much as 10% of global GDP.

World Economic Forum (WEF) (2024) expects the global tourism industry to recover from the lows of the COVID-19 pandemic and surpass the levels seen before the crisis. Recovery is to be driven largely by a significant increase in demand worldwide, which has coincided with more available flights, better international openness, and increased interest and investment in natural and cultural attractions.

Although the sector has moved past the shock of the global health crisis, it continues to face other external challenges and risks. These include geopolitical uncertainties as a result of conflicts in Europe and the Middle East, economic fluctuations, inflation and extreme weather. Other challenges include increased scrutiny of the sector's sustainability practices and the impact of new digital technologies, such as big data and artificial intelligence. Furthermore, labour shortages are ongoing, and air route capacity, capital investment, productivity and other sector supply factors have not kept up with the increase in demand. This imbalance, worsened by global inflation, has increased prices and service issues.

The tourism industry has continued to function in a tumultuous global climate. The World Economic Forum highlighted risks for 2024 that could have a global impact on the tourism sector. These included, among other things, geopolitical tensions caused by the conflicts in Europe and the Middle East. The war has already influenced the availability of raw materials such as nickel, palladium, and titanium, which are vital for aircraft manufacture, influencing airline decisions. These included unusual weather patterns, a cost-of-living problem that impacted discretionary money, misinformation, and deception, as well as violent civil strikes and riots.

The WEF 2024 Global Risks Report posit that balancing growth with sustainability also remains a major problem, due to high seasonality, overcrowding, and a likely return of pre-pandemic emissions levels. The report also analyses persistent concerns about equity and inclusion. While the tourism sector offers a major source of relatively high-wage jobs, particularly in developing countries, as well as gender parity which remains a major issue for regions such as MENA and South Asia.

Despite these challenges, the sector can play a significant role in addressing them. To achieve this, decision-makers should prioritize actions such as leveraging tourism for nature conservation efforts; investing in skilled, inclusive and resilient workforces; strategically managing visitor behaviour and infrastructure development; encouraging cultural exchange between visitors and local communities; and using the sector to bridge the digital divide, among other policies.

If managed strategically, the travel and tourism sector – which has historically represented 10% of global GDP and employment – has the potential to emerge as a key contributor to the well-being and prosperity of communities worldwide. The sector's growth in 2025 and beyond, will depend on the actions taken at present. These include continued improvement towards connectivity, whether through transport or telecoms infrastructure, addressing the labour and skills shortages affecting many businesses globally. They also include taking advantage of Artificial Intelligence which is evolving quickly, whether through making travel smoother, more efficient or creating a sector tailored to the needs of every traveller. WTTC

Since the late twentieth century, the global tourism sector has shown to be a powerful growth sector. The following factors have contributed to the sector's growth: Increased global mobility, particularly through low-cost aviation; significant growth in the global middle-class population; higher levels of disposable income; travel becoming a reflection of personal identity; and governments around the world recognising the sector's value as a foundation for job creation, revenue generation, and national competitiveness.

### **8.1.2 Outlook for Tourism in South Africa**

The aforementioned global challenges and risks also affected South Africa. However, there are also local risks that the tourism industry had to address within the context of the transition from the 6<sup>th</sup> to the 7<sup>th</sup> Administration. These include, among other things, governmental debt and corresponding cost-cutting measures; infrastructure issues in general, and those related to tourism destinations. They further included the frequency of extreme weather events, such as climate change, and its impact on tourism infrastructure, as well as the cost of living problem, which has the potential to harm domestic tourism. Other issues have emerged, including accessibility issues, communication hurdles between agencies, safety and security concerns, unemployment, poverty, and social inequalities.

During the 6<sup>th</sup> Administration, the global tourist economy faced substantial external shocks to its growth trajectory. Within South Africa, the global pandemic, 2021 unrest, crime, and extreme weather occurrences all had a substantial detrimental impact on tourism. As a result, the majority of resources would be allocated to stabilisation and recovery operations throughout this term. The challenges faced during this time provided a chance for the industry to recalibrate, refresh, and revitalise. The collaboration of communities, the business sector, and the government has resulted in continuous growth to recoup losses sustained during the shocks. While significant effort is still required to fulfil South Africa's tourist growth and development goals, sector partners can demonstrate tangible success during the 6<sup>th</sup> Administration Term.

Tourism has emerged as a vital element in the development of national identities and economies. It is also an important tool for promoting social cohesion, community collaboration, and individual participation. Tourism's ability to create opportunities has never been more evident, and its qualitative and quantitative value has never been more acknowledged.

Travel and tourism's heartbeat is particularly strong because of its ability to foster cross-border, cross-cultural, and cross-generational understanding. Travel and tourism's human connections provide us with important sensitivity to the diversity and distinctions in our shared planet, inspiring greater tolerance, respect, and, ultimately, peace.

South Africa is geopolitically distinctive and possesses natural and cultural diversity that supports a globally compelling tourism proposition. Being amongst the top six most biodiverse countries in the world (African Wild Life Foundation, 2018) and by far the most diverse for its size, SA has outstanding ecological richness. Seven distinct biomes occur within the country's borders and these are showcased within ten World Heritage Sites, twenty-two national parks and hundreds of game and nature reserves. The diversity of attractions makes the country a preferred tourist destination. (TSMP, 2023).

Tourism's importance to the South African economy is now widely acknowledged on a national scale. Importantly, the sector has been openly identified and celebrated as a significant driver of economic growth, job creation and transformation. Its contribution to the economy is measured by jobs created, contribution to GDP, and revenue generated from tourism activity. Furthermore, as a services export sector, tourism is a significant earner of foreign currency. In the South African context, this growth should be underpinned by the principle of inclusivity to drive tourism-sector transformation. An increase in tourism's economic contribution is driven by an increase in domestic and international tourist arrivals as well as an increase in tourist spend.

Key strategic documents, NDP 2030, identify the sector as a key contributor to the country's medium to long-term economic goals. The creation of decent work is a key NDP goal, and tourism is well positioned to react. The NDP identifies tourism as a labour-intensive sector stimulating the development of small businesses and generating foreign direct investment and significant export earnings. It further identifies a target of 11 million jobs, in which tourism has a role to play. It emphasizes increasing the number of tourists entering the country, the amount spent, & availability of various tourist infrastructure emphasizes the need for ease of access by air & travel facilitation through a frictionless visa regime. The Tourism White Paper seeks to develop a sustainable and competitive South African economy through an inclusive inspiring, visitor-oriented tourism sector. It aims to address barriers to tourism growth, and leverage on innovation.

### **8.1.3 Policy Review**

The country's overarching tourism policy has not been reviewed in nearly two decades. As a result, a review of the White Paper was long overdue. This was critical given that the policy landscape is not static but dynamic. Furthermore, the multisectoral nature of tourism, including its complex value chain, is constantly influenced by global policy trends. These tendencies have steadily altered over the last two decades, affecting all aspects of the tourism value chain and necessitating policy reform. Adopting the NDP 2030, the NGP 2010, the Industrial Policy Framework, the Revised Growth Strategy for Tourism, the Economic Reconstruction and Recovery Plan, and the Tourism Sector Recovery Plan demanded a review of tourism policies.

### **8.1.4 Mandate:**

The resolution of the Government of National Unity to dedicate the next five years to actions that will advance three strategic priorities defined the mandate to which the Tourism Portfolio should direct its Plan. These priorities are to drive inclusive growth and job creation, reduce poverty, tackle the high cost of living, and build a capable, ethical, and developmental state. The Tourism Portfolio's Plan is geared towards contributing to employment and income earning opportunities, GDP, and growing the economy. These are a function of increased international, including African continental tourist arrivals, enhanced marketing of Brand South Africa and our tourism offerings, and promotion of domestic travel. The Portfolio mission therefore is to grow arrivals to South Africa, grow domestic tourism, grow the economic performance of the tourism sector, grow the number of jobs and income earning opportunities provided by the sector, and ensure that public funds are spent for the good of the people of South Africa.

## **8.2. Internal Environment Analysis**

The Tourism Portfolio remains committed to demonstrating that public money is spent wisely and per legal mandates to render high-quality public services. This is in recognition that public resources are finite and the priorities they should fund are immense. However, the National Treasury's cost-cutting initiatives, as well as the subsequent Directive on the Implementation of Control initiatives, aimed at aiding Executive Authorities in ensuring fiscal sustainability, has an impact on operations and the Department's ability to grow services and infrastructure.

Cognisant of operating in a fiscally constrained environment, which requires us to do more with less, but still being intentional about where we need to intervene, we are driven by two substantive objectives. First, prioritised and effective resource allocation ensures that limited resources are allocated following the government's political and policy priorities, considering evidence of programme effectiveness and impact.

The second objective is to provide good value for money. This motivates the Department to ensure that resource allocation through the budget, as well as new procurement procedures, promotes the constitutional mandate for efficient, economical, and effective resource utilisation.

It should be noted that budget cuts in the EPWP funding will affect the number of public works job opportunities created by the Department, impacting disproportionately on previously disadvantaged groups of society such as women and youth. Despite the budget cuts that impact the mandate of the Department in creating public works job opportunities, the Department, in partnership with its stakeholders in the civil society and the private sector, plans to implement an ambitious Tourism Growth Partnership Plan that focus on driving growth and job creation in the sector.

The Department currently uses traditional ways to provide services to citizens, such as paper-based forms and phone support. Where systems exist, they are not interoperable with other departments and entities. This causes inefficiencies and delays in reaction time, which has an impact on service delivery. It also creates the opportunity for duplication, mismanagement and even corruption. Data exchange with interoperability will improve the quality of decision making for improved service delivery. The growing demand for speedier and more accessible services underscores the importance of a digital transformation to update or automate operations and improve service delivery by implementing a digital transformation reform leveraging off the work of Operation Vulindlela's Digital Transformation of South African government programme. To this purpose, the Department intends to improve service delivery by implementing a digital transformation effort. The initiative will introduce digital platforms and tools to streamline service delivery, improve citizen engagement, and increase operational efficiencies within the Department.

This aligns with the White Paper on the Development and Promotion of Tourism in South Africa's (2024) vision of a tourist sector that must keep up with technological advancements. It states that a framework for the sector's digital integration will be devised. This should include the creation of a tourist Data Hub where all tourist research conducted by stakeholders is freely accessible, allowing for tourism analytics, informed decision-making, and product positioning.

Overall, the Department's performance has improved over time. This is attested to by the unqualified audit opinion received from AGSA to the most recent clean audit. This is due to effective financial management practices, including proper record-keeping, transaction processing, and reconciliation controls. The audited annual performance report revealed no significant findings regarding usefulness or dependability. This can be ascribed to stable performance management and effective review processes. Implementing the Audit Action Plan to address audit findings and reinforce controls improved the Department's capacity to prevent similar failures. Controls and remedial procedures are being implemented to address administrative risks.

## **9. Strategic focus for 2025/26**

The Department has a significant role to play in contributing to accelerated inclusive growth and job creation in South Africa. With limited resources, we have no choice but to sharpen our administration by focusing and prioritising our efforts to those that have the most significant impact on jobs and growth of the sector. This will require us to operate in a more strategically focused manner, whether it comes to planning and strategy, technology, communications, financial management and human resource development in the Department. We need a more innovative and agile approach, with constant monitoring and adaption for impact. We will need to leverage digital public infrastructure and technology for improved efficiency and service delivery. Importantly, we need to relentlessly ensure responsible use of public resources by operating with the highest levels of integrity and accountability.

A key strategic focus will be to facilitate ease of access for visitors through frictionless visa processes, and improved air route development. We also need to reduce red tape for our tourism customers, businesses and operators. This will require us to work together with other national departments and entities, ensuring that the tourism sector can grow to its full potential.

Visitor experience must be enhanced to encourage longer and repeat visits. With our diverse and rich cultural and natural resources, we are delivering well below our potential. We need to diversify our tourism offering across South Africa and make sure that every corner of the country is ready to receive tourists. To do this we need to ensure that our tourism infrastructure is well developed, and importantly, maintained. This too requires us to focus on completing current projects and ensuring that we work, together with other spheres of government, on those areas that have the most potential.

In the past, the Department has directly trained people in the tourism sector. We no longer believe this is the best approach. In the coming year, we will shift from training directly to working with partners who are better placed to deliver training and skills development. We also want to ensure that our interventions translate into work and jobs. To this end, we will be conducting a demand-side skills evaluation to identify the skills required by the tourism sector, and build a demand-led skills pipeline to meet this demand. We will also be working with SAyouth.mobi the national pathway manager, to match youth seeking employment to opportunities in the sector. The sector has low barriers to entry for many women, young people, and people in rural areas. We need to do all that we can to find ways in which they can earn an income and work in the sector. Finally, it is our intention during the course of this year to review our various incentive programmes with a view to leveraging their collective impact to support startups and SMMEs, and greater inclusion in the sector.

During the course of the year, we will also finalise and launch the Tourism Growth Partnership Plan – our five year plan to grow the sector and its contribution to jobs. This will be co-created and delivered in partnership with key stakeholders in the sector. It is our collective ambition to ensure that the sector grows and contributes significantly to the country's goals. To do this, we will need all hands on board and relentless implementation.

## PART C: MEASURING OUR PERFORMANCE

### 9. Institutional Performance Information

#### 9.1 Measuring the Impact

Table 1: Impact statement

<b>Impact statement</b>	Tourism to and within South Africa grows and increasingly contributes to GDP, job creation, and inclusive economic participation, and is enjoyed by all South Africans.
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#### 9.2 Measuring Outcomes

Table 2: Measuring Outcomes

<b>Outcome</b>	<b>MTDP Priority</b>	<b>MTDP Outcomes</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Increase the tourism sector's contribution to inclusive economic growth.	<b>Priority 1:</b> Inclusive Growth and Job Creation.	Promote trade, tourism, and investment.	1. Increase in international tourist <b>arrivals</b> from 8.81 million to 15,00 million.	8.81 million tourist arrivals.	Increase in international tourist arrivals to 15,00 million.
			2. Increase in the number of <b>domestic trips</b> from 37,9 million to 45,1 million.	37,9 million domestic trips.	Number of domestic trips from 37,9 million to 45,1 million.
			3. Increase in the value of <b>international tourist spend</b> .	R 95,1 Billion.	R 115,2 Billion
			4. Increase in the value of <b>domestic tourism spend</b> .	R123 billion.	R 139,4 billion.

Outcome	MTDP Priority	MTDP Outcomes	Outcome Indicator	Baseline	Five-year target
Strengthen organisational capability for service delivery.	<b>Priority 3:</b> A Capable, Ethical and Developmental State.	Professionalisation of the public sector to improve delivery / efficiency.	1. Audit outcomes on financial and non-financial performance.	2023/2024 unqualified audit outcome with no findings.	Unqualified Audit Outcomes.
			2. Digital maturity rating <sup>1</sup>	<i>Baseline to be determined on the basis of the model to be selected.</i>	<i>Target to be determined on the basis of the selected digital maturity model.</i>
			3. Ethics and fraud risk rating.	2024 Ethics and Fraud Risk Register.	Identified ethics and fraud risks managed within acceptable threshold.

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<sup>1</sup> The department is reviewing 5 digital maturity models to select the most appropriate. Rating scales are not the same within the various models.

### 9.3 Explanation of Planned Performance over the Five-Year Planning Period

The Department has reviewed its medium-term plans based on the three priorities of the 7<sup>th</sup> Administration; which are to:

- drive inclusive growth and job creation;
- reduce poverty and tackle the high cost of living; and
- build a capable, ethical, and developmental state.

Tourism is well placed to contribute to these priorities as a sector that contributes to inclusive economic growth and that is rich with opportunities for economic participation. Over the past few years, the sector has been on a growth trajectory which puts it in good stead for achieving the 15 million arrivals target set in the NDP. The Tourism Sector Masterplan has brought together the private and public sectors in social contracts to further drive growth within the sector. To harmonise the approach to developing tourism in a sector that has a concurrent mandate, Cabinet has approved the White Paper on the Development and Promotion of Tourism in South Africa, 2024. The White Paper guides the next phase of tourism development and ensures that the country as a tourism destination moves towards reaching its full potential.

These instruments provided by the Government form the foundation upon which the Department's medium-term strategy will be implemented. Growth for the sector requires that we focus on

- **Improving our tourism assets, products, and facilities** making South Africa a diverse and unique tourism destination. A **diversified tourism product offering** can contribute to broadening participation in that it could encourage tourists to interact with hosts and service providers beyond the mainstream providers.
- Pursue collaboration with the Department of Home Affairs to create an enabling **visa regime** to boost tourist arrivals.
- Pursue collaboration with the Department of Transport and other relevant stakeholders to increase direct passenger **air services** from key source markets.
- **Excellent service** and creating **memorable experiences** to meet and exceed the expectations of tourists. This requires a focus on people development within the sector to ensure that the skills in demand to service the visitors are provided.
- Working with the South African Police Service and other stakeholders to ensure a **safe and secure environment** for tourism growth.
- Effectively **promoting the destination domestically and globally** to achieve growth in arrivals. Importantly, further investing in developing a culture of travel amongst South Africans supported by a diverse product range that responds to the needs of the domestic market is necessary to fully benefit from the domestic market.
- **Transforming the tourism sector** to expand participation, improve ownership patterns, and ensure that all South Africans share in the benefits that accrue from the tourism economy. The end goal is to achieve inclusive growth and job creation within the sector.

The development of tourism requires effective **interdepartmental coordination**. The 7<sup>th</sup> Administration's priority of a capable, ethical and developmental state, calls for addressing fragmentation, strengthening oversight, the role of state-owned entities, and professionalising the public service, among others. The intention is to ensure that public services are delivered effectively, efficiently, and economically, cognisant of the prevailing fiscal constraints.

Introduction of **digital transformation** to enhance service delivery. This will be done through the introduction of digital platforms and tools to streamline service delivery, improve citizen engagement, and increase operational efficiencies within the Department. The initiative responds to increasing demand for faster and more accessible services through modernisation and automation of systems to improve service delivery.

The key outcomes highlighted in Table 2 above, provide the evaluation framework for measuring the Department's contribution to the priorities of inclusive economic growth and building a capable, ethical, and developmental state.

## 10. Key Risks

Table 3: Key Risks (To be revised in the 2<sup>nd</sup> draft).

OUTCOMES	RISK NO.	KEY RISKS	RISK MITIGATIONS
<b>Increase the tourism sector's contribution to inclusive economic growth.</b>	SR 1	Slow transformation pace in the tourism sector.	Implement programmes to support sector transformation including the TIP and enterprise development programmes.
	SR 2	Safety concerns impacting on visitor experience.	Implement the Tourism Safety Strategy with sector and government partners.
	SR 3	Extreme weather events and climate change impact on tourism.	Conduct Climate Change Vulnerability Assessments.
	SR 4	Key market access to South Africa constrained.	Implement interventions to address identified barriers to access.
	SR 5	Inadequate maintenance of tourism infrastructure.	<ul style="list-style-type: none"> <li>Identify the tourism infrastructure maintenance needs.</li> <li>Implement the tourism maintenance programme in state-owned assets.</li> </ul>
	SR 6	Skills mismatch, and insufficient skills for the sector's growth	<ul style="list-style-type: none"> <li>Demand led skilling gap analysis and roadmap to build necessary skills.</li> </ul>

## 11. Public Entities

Table 4: Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R'000)
South African Tourism (SA Tourism)	<p>Chapter 3 of the Tourism Act, 2014 (Act 3 of 2014) stipulates the following as the functions of the South African 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 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</p>	<ul style="list-style-type: none"> <li>• Increased international tourist arrivals from 8.81 million to 15,00 million.</li> <li>• Increased number of domestic trips from 37,9 million to 45,1 million.</li> <li>• Increased value of international tourist spend from R95.1 billion to R 115,2 Billion.</li> <li>• Increase in the value of domestic tourism spend from R123 billion to R 139,4 billion.</li> <li>• South Africa is recognized as an appealing, resilient, and competitive tourism brand across priority markets.</li> <li>• Enhanced visitor experience and quality tourism products.</li> <li>• Increased volume of tourists and the value they add to the economy.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024/25: R1 243 555 000</li> <li>• 2025/26: R1 300 207 000</li> <li>• 2026/27: R1 359 666 000</li> <li>• 2027/28: R1 421 151 000</li> </ul>

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R'000)
	implementation and management of the National Grading System for Tourism to the Board.	<ul style="list-style-type: none"> <li>• Increased number of business events hosted in South Africa.</li> <li>• Broadened participation in the tourism value chain.</li> <li>• A well-governed leader of the tourism industry in South Africa.</li> </ul>	

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

Table 5: Technical Indicator Description

### Priority 1: Inclusive Growth and Job Creation

Indicator title	1. Increase in international tourist arrivals.
Definition	Measures the number of international tourists arriving at South African borders.  A tourist: is defined as a visitor who stays at least one night in the place visited. This indicator measures tourists as foreign tourist arrivals rather than domestic tourists.
Source of data	Statistics SA's release P0351: Tourism & Migration
Method of calculation/assessment	Each person entering the borders of South Africa gets their passport stamped and recorded at immigration control by the Department of Home Affairs. These records are then made available every month to Statistics South Africa (Stats SA) for processing and reporting on Tourism & Migration. South African Tourism obtains the information directly from Statistics SA.  The Tourism & Migration report is available three months after the reported month of travel.
Assumptions	Reliability of data published by Stats SA on tourism arrivals.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Reporting cycle	Quarterly with a three-month lag.
Desired performance	An increase in the number of international tourist arrivals in South Africa.
Indicator responsibility	Deputy Director-General: Tourism Research Policy, and International Relations.

Indicator title	<b>2. Increase in the number of domestic trips</b>
Definition	<p>Measures the number of all trips taken within the borders of South Africa by an adult resident in South Africa for the main purpose of a holiday.</p> <p>A trip refers to the travel by a person from the time of departure from his/her usual residence until he/she returns: a round trip. Trips taken by visitors are tourism trips.</p> <p>The usual environment of an individual, a key concept in tourism, is defined as the geographical area within which an individual conducts his/her regular life routines. To be outside the usual environment, the person should travel more than 40 kilometres from his/her place of residence (one way) and the place should not be visited more than once a week. This includes place of work and place of study. Leisure and recreational trips are included irrespective of frequency.</p>
Source of data	South African Tourism Domestic Tourism Survey
Method of calculation/assessment	<p>A monthly interviewer-administered national survey of South African residents aged 18 years and older. The sample is stratified by province, population group, and geographic location. The results from the obtained samples are then reweighted to the broader population statistics, based on Stats SA's population estimates.</p> <p>Using the Statistical Package for the Social Sciences system, we calculate the number of domestic trips using the question "In the past 12 months how many trips did you take inside South Africa that lasted at least 1 night, but less than 365 nights?" "How many of these trips were for holiday?"</p> <p>Results of the survey are available three months after the reported month.</p>
Assumptions	Reliability of data published by SA Tourism on domestic holiday trips.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly with a three-month lag.
Desired performance	Increase in the number of domestic holiday trips undertaken
Indicator responsibility	Deputy Director-General: Tourism Research Policy, and International Relations

<b>Indicator title</b>	<b>3. Increase in the value of international tourist spend.</b>
Definition	Measures the international tourist spending patterns and the value thereof to the South African economy.
Source of data	SA Tourism Reports
Method of calculation/assessment	Calculates the Rand value of international tourist spending.
Assumptions	Reliability of data published by SA Tourism on the value of international tourist spend.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Annually
Desired performance	An increase in the value of international tourist spend.
Indicator responsibility	Deputy Director-General: Tourism Research Policy, and International Relations for reporting

<b>Indicator title</b>	<b>4. Increase in the value of domestic tourism spend.</b>
Definition	Measures the domestic tourist spending patterns and the value thereof to the South African economy.
Source of data	SA Tourism Reports
Method of calculation/assessment	Calculates the Rand value of domestic tourist spending.
Assumptions	Reliability of data published by SA Tourism on the value of domestic tourist spend.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Annually
Desired performance	
Indicator responsibility	Deputy Director-General: Tourism Research Policy, and International Relations for reporting

**Priority 3: A Capable, Ethical and Developmental State**

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

Indicator title	2. Digital maturity rating
Definition	Measures the Department's readiness to adopt and integrate technologies.
Source of data	Digital maturity assessment report.
Method of calculation/assessment	Digital maturity assessment model <sup>2</sup>
Assumptions	Quality of input into the assessment process.
Means of verification	Oversight by project lead.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	Enhanced service delivery through digital transformation.
Reporting cycle	Annually
Indicator responsibility	Deputy Director-General: Corporate Management and Digital Transformation Project Manager.

Indicator title	3. Ethics and Fraud risk rating
Definition	Measures the extent to which ethics and fraud risk is managed within the Department.
Source of data	Reports from the risk owners.
Method of calculation/assessment	Ethics and Fraud risk register.
Assumptions	Reliability of reports from risk owners.
Means of verification	Independent review by the risk management unit.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	Risks managed within approved thresholds.
Reporting cycle	Annual.
Indicator responsibility	Deputy Director-General: Corporate Management

<sup>22</sup> Model to be selected