



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



Department of Tourism

Annual Performance Plan 2024 - 2025

Contents	
LIST OF ACRONYMS AND ABBREVIATIONS	iv
Executive Authority Statement	1
Deputy Minister Statement	3
Accounting Officer Statement	6
1. Updates to the relevant legislative and policy mandates	11
1.1 Legislative mandate	11
1.2 Policy mandate	11
2. Updates to Institutional Policies and Strategies	11
3. Updates to Relevant Court Rulings	11
4. Updated Situation Analysis	12
4.1 External Environment Analysis	12
4.2 Internal Environment Analysis	14
PART C: MEASURING OUR PERFORMANCE	15
5. Institutional Programme Performance Information	15
Programme 1: Administration	15
5.1 Outcomes, Outputs, Performance Indicators and Targets	16
5.2 Indicators, Annual and Quarterly Targets	19
5.3 Explanation of planned performance over the medium-term period	21
5.4 Programme Resource Consideration	22
Programme 2: Tourism Research, Policy, and International Relations	24
5.5 Outcomes, Outputs, Performance Indicators and Targets	25
5.6 Indicators, Annual and Quarterly Targets	31
5.7 Explanation of planned performance over the medium-term	34
5.8 Programme Resource Consideration	35
Programme 3: Destination Development	37
5.9 Outcomes, Outputs, Performance Indicators, and Targets	38
5.10 Indicators, Annual and Quarterly Targets	42
5.11 Planned performance over the medium-term period	44
5.12 Programme Resource Consideration	45
Programme 4: Tourism Sector Support Services	47
5.13 Outcomes, Outputs, Performance Indicators and Targets	48
5.14 Indicators, Annual and Quarterly Targets	58
5.15 Explanation of planned performance over the medium-term period	63
5.16 Programme Resource Consideration	65
6. UPDATED KEY RISKS AND MITIGATIONS	67
7. PUBLIC ENTITY	68
8. INFRASTRUCTURE PROJECTS	69
9. PUBLIC PRIVATE PARTNERSHIP	73
PART D: TECHNICAL INDICATOR DESCRIPTION (TID)	74

LIST OF TABLES

Table 1: Programme 1 Outcomes, Outputs, Performance Indicators and Targets	16
Table 2: Programme1 Indicators, Annual and Quarterly Targets	19
Table 3: Programme 2 Outcomes, Outputs, Performance Indicators and Targets	25
Table 4: Programme 2 Indicators, Annual and Quarterly Targets	31
Table 5: Programme 3 Outcomes, Outputs, Performance Indicators and Targets	38
Table 6: Programme 3 Indicators, Annual and Quarterly Targets	42
Table 7: Programme 4 Outcomes, Outputs, Performance Indicators and Targets	48
Table 8: Programme 4 Indicators, Annual and Quarterly Targets	58
Table 9: Key risks	67
Table 10: Public Entity	68
Table 11: Infrastructure Projects	69
Table 12: Breakdown of the 18 Community-Based Tourism Projects	70
Tables for Programme 1 Technical Indicator Descriptions	74
Tables for Programme 2 Technical Indicator Descriptions	79
Tables for Programme 3 Technical Indicator Descriptions	82
Tables for Programme 4 Technical Indicator Descriptions	84

LIST OF ACRONYMS AND ABBREVIATIONS

ACRONYM / ABBREVIATION	DESCRIPTION
ACSA	Airports Company South Africa
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
AU	African Union
BAS	Business Activity Statements
B-BBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
CFO	Chief Financial Officer
CMT	Coastal and Marine Tourism
COVID-19	Coronavirus disease 2019, also referred to as Coronavirus
CSD	Central Supplier Database
DBSA	Development Bank of Southern Africa
DG	Director-General
DDG	Deputy Director-General
DDM	District Development Model
DFIs	Development Finance Institutions
DPSA	Department of Public Service and Administration
DT	Department of Tourism
EC	Eastern Cape Province
EE	Employment Equity
EDP	Executive Development Programme
EPWP	Expanded Public Works Programme
ERRP	Economic Reconstruction and Recovery Plan
FEDHASA	Federated Hospitality Association of South Africa
FS	Free State Province
FTEs	Full-time equivalent
G20	Group of 20: Intergovernmental Forum comprising 19 countries and the European Union
GDP	Gross Domestic Product
GP	Gauteng Province
GTIP	Green Tourism Incentive Programme
HRD	Human Resource Development
HYP	Hospitality Youth Programme
IRC	International Rescue Committee
IATA	International Air Transport Association
IORA	Indian Ocean Rim Association
ICT	Information and Communication Technology
IMF	International Monetary Fund
KZN	KwaZulu-Natal Province
LP	Limpopo Province
MASP	Market Access Support Programme
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MMS	Middle Management Services

ACRONYM / ABBREVIATION	DESCRIPTION
MTEF	Medium Term Strategy Framework
MP	Mpumalanga Province
NC	Northern Cape Province
NDP	National Development Plan
NEF	National Empowerment Fund
NT	National Treasury
NTCE	National Tourism Careers Expo
NTSS	National Tourism Sector Strategy
NW	North West Province
NYCTP	National Youth Chefs Training Programme
OCFO	Office of the Chief Financial Officer
OD&SDI	Organisational Design and Service Delivery Improvement
PERSAL	Personal and Salary System
PFMA	Public Finance Management Act
PTCE	Provincial Tourism Careers Expos
PWD	Person with Disabilities
RECP	Resource Efficiency Cleaner Production
RMC	Risk Management Committee
RIM	Robben Island Museum
RPL	Recognition of Prior Learning
SADC	Southern African Development Community
SANBI	South African National Biodiversity Institute
SANParks	South African National Parks
SAPS	South African Police Services
SARB	South African Reserve Bank
SA Tourism	South African Tourism
SITA	State Information Technology Association
SR	Strategic Risk
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SOEs	State-Owned Enterprises
Stats SA	Statistics South Africa
STR	State of Tourism Report
SLA	Service Level Agreements
TBCSA	Tourism Business Council of South Africa
TEF	Tourism Equity Fund
THRD	Tourism Human Resource Development
TGCSA	Tourism Grading Council of South Africa
TGIS	Tourist Guide Information System
TGSP	Tourism Grading Support Programme
TID	Technical Indicator Description
TIP	Tourism Incentive Programme
ToR	Terms of Reference
TRF	Tourism Relief Fund
TSRP	Tourism Sector Recovery Plan
TSMP	Tourism Sector Master Plan

ACRONYM / ABBREVIATION	DESCRIPTION
TTF	Tourism Transformation Fund
UNWTO	United Nations World Tourism Organisation
WC	Western Cape Province
WFT	Working for Tourism
WHS	World Heritage Site
WiT	Women in Tourism
WSP	Workplace Skills Plan
WTTC	World Travel and Tourism Council



Executive Authority Statement

In 2023 we celebrated a significant increase in the number of international arrivals to our shores. This marked an end to the dire state of tourism after the COVID-19 pandemic and a noteworthy milestone for the tourism sector. Now, as we breathe a sigh of relief, we look ahead to growing the tourism industry even further.

The 2024/25 Financial Year comes as the government enters the 7th administration. We need to work together, in partnership with the private sector, to ensure we create the conditions conducive to job creation and sustainability. We live in a beautiful country and the world should see that. Coupled with this, accessibility is key for our citizens. Here, we have also seen a remarkable increase in domestic tourism. So, this Financial Year will bring with it clear policies, regulations, and strategies for us to grow the sector.

Following the Cabinet's concurrence, the Green Paper on the Development and Promotion of Tourism in South Africa was published for public comment in September 2023. The review seeks to align the tourism policy with current government policy frameworks and define the next phase for tourism development in South Africa.

A strong tourism brand in South Africa can attract tourists and boost the economy. Understanding tourists' perceptions, both domestically and internationally, and staying competitive is crucial. Through our entity, South African Tourism, we will implement the Global Tourism Brand Campaign Plan in 2024/25 and develop an Integrated Tourism Brand Strategy for the next Financial Year 2025/26. These are in line with our Tourism Sector Master Plan which requires us to confirm and implement a brand management protocol as well as develop and implement a global marketing campaign targeted at high-value source markets. This will assist us in increasing the volume and value of domestic and international tourism.

The Department has implemented destination enhancement and route development projects to diversify tourism and improve visitor experiences. To address infrastructure challenges, the Department has partnered with the Development Bank of Southern Africa (DBSA) to manage various projects. These form part of the Presidential Employment Stimulus (PES), aligned to the Tourism Sector Recovery Plan (TSRP), now converted into the Masterplan.

Looking beyond our borders, the Department maintains good multi-lateral relationships through the UNWTO, BRICS, AU, SADC, G20, and the Indian Ocean Rim Association.

The Department has also numerous bilateral agreements in place on tourism cooperation especially with countries on the continent. The Department will continue to leverage South Africa's tourism interests in these multilateral fora to advance national priorities.

The Department, further, seeks to enhance regional tourism integration targeted at African countries. This is done through the implementation of signed agreements and negotiating MoUs with the view of creating opportunities to establish strategic partnerships.

For the 2024/25 financial year, the Department has planned to implement one workshop on sharing of Best Practices 2025 targeted at African countries with whom South Africa has signed tourism agreements.

Back home, the Tourism Incentive Programme (TIP) serves as a tool to stimulate the growth, development, and transformation of the South African Tourism sector. Tourism is a concurrent function; therefore, all aspects of the TIP are implemented in collaboration with other government departments and entities.

In this regard, the department has formal partnerships through memoranda of agreement with entities such as the National Empowerment Fund (NEF), the Industrial Development Corporation (IDC), South African Tourism (SA Tourism), and the Small Enterprise Finance Agency (SEFA).

Through this Programme, the Department provides incentives to privately-owned enterprises. The Green Tourism Incentive Programme (GTIP), administered by the IDC, seeks to encourage private tourism enterprises to move towards more efficient utilisation of energy and water resources. The GTIP will proceed in the new year.

The Tourism Monitors Programme will be implemented in 2024/25 in all provinces to ensure that there is an integration of tourism-related safety and awareness initiatives into a strategy implemented by the public and private sectors, as well as communities. The objective is to enhance tourism safety awareness at key tourism attractions or sites

The Department will, further, continue with the implementation of initiatives to support tourism SMMEs. This will be done through the implementation of the Business Incubation Programme implemented. It will focus on Community-based Tourism Enterprises Incubator, Business Advisory Services focusing on Women in Tourism in Limpopo, and Business Advisory Services focusing on the Homestay Pilot Programme.

As we endeavor to tackle the triple threat of poverty, inequality, and unemployment, the Department has planned to create 5820 work opportunities through EPWP Working for Tourism projects for the 2024/25 financial year.

Furthermore, following an out-of-court Tourism Equity Fund settlement, The Tourism Equity Fund will now be rolled out with a requirement for 30% Black ownership. The R1.2 billion fund is managed by the Small Enterprise Finance Agency (sefa) on behalf of the Department and is tailored to provide a combination of debt and grant finance to facilitate equity acquisition and entrepreneurship. The Department will continue to explore ways of achieving scale in efforts to address the transformation of the sector and encourage more participation and ownership by Black people in tourism operations.

In conclusion, I would like to thank Deputy Minister, Mr. Fish Mahlalela, Director-General, Mr. Victor Tharage, and all officials for their tireless efforts as we strive to accelerate tourism growth in the new administration.

P. de Lille

Ms Patricia De Lille, MP

Minister of Tourism



Deputy Minister Statement

Over the past 30 years, our government has deliberately driven an agenda of transformation and sustainability in the expansion and growth of the tourism sector. Despite numerous challenges, scores of successful programmes were implemented to make tourism an enterprise for everybody.

The 2024/25 financial year is geared towards the rapid acceleration of this transformation agenda which will require an inclusive approach that ensures that all, in particular, the most vulnerable in our society, youth, women, and people with disabilities enjoy the benefits of the success of the sector

It must provide young and old with multiple employment and entrepreneurial opportunities to transform their lives and communities. As the world's fastest-growing employment sector, tourism continues to adapt to new trends positioning it as a significant economic driver. It should also promote cultural understanding and respect for diversity by encouraging interactions between people from different backgrounds and geographies. In line with the inclusion and sustainability element, the local tourism sector has a significant population of small businesses, that must drive growth of the sector and contribute towards job creation.

One of the strategic interventions in the Tourism Sector Masterplan relates to the strengthening of the supply-side through resource mobilisation and investment facilitation. Strengthening the supply side, including through attracting new investments into the tourism sector, and implementing tourism incentives is important for the long-term sustainability and resilience of the sector.

As part of strengthening supply, accelerating the grading of establishments as part of facilitating their expanded utilisation will be undertaken through our public entity. The focus will be on targeting the tourism establishments that join the Tourism Grading Council of South Africa (TGCSA) Star Grading Membership Scheme for grading.

This will give a clear expression of our Tourism Sector Master Plan's commitment to accelerate the grading of establishments and encourage the utilisation of commercial venues for conferences and meetings by organs of state to stimulate demand in business events.

South Africa continues to be the leading business events destination in the region, and this compels the South African National Conventions Bureau (SANCB) to retain the destination's competitive advantage in the global business events sector. This is ensured through numerous campaigns, deployed to ensure consistent marketing and promotion efforts across the globe.

The purpose of these campaigns, such as B2B global and domestic brand campaigns, is to contribute to effective marketing of the destination and to contribute to positioning South Africa as a business events destination to attract these into the country.

The SANCB is mandated to market South Africa as a premier business events destination and to secure international and regional meetings, incentives, conventions, and exhibitions. Thus, the SANCB actively seeks to develop leads for future business events so that South Africa can continuously enhance its bidding pipeline.

The focus of the bids to be submitted through our National Conventions Bureau for the 2024/25 financial year will be on international and regional business events (meetings, incentives, conventions, and exhibitions) and tracking thereof as part of the bidding pipeline. This commitment will link up with our Tourism Sector Master Plan.

The Master Plan commits us, as part of reigniting demand, to implement a domestic business events campaign in support of business events in villages, townships, and small towns as part of ensuring inclusive, as well as sustainable, recovery. This also requires the implementation of a global business events campaign as part of positioning South Africa's hosting capabilities.

As part of the diversification and enhancement of tourism offerings owned by communities, the Department will monitor the implementation of twenty-two (22) community-based tourism projects monitored across the country. Namely as follows:

- **Limpopo:** Vha Tsonga, Phiphidi Waterfall, Oaks Lodge, Ngove, Matsila Lodge, Nandoni Dam, Royal Khalanga Lodge, Mtiti Game Lodge; Tisane, Mapate Social Recreation, Tshathogwe Game Farm.
- **Free State:** Vredefort Dome, Qwa Qwa Guest House,
- **North West:** Manyane Lodge, Lehurutshe Bird and Trophy Hunting.
- **Northern Cape:** Platfontein Lodge, Kamiesburg.
- **KwaZulu Natal:** Muzi Pan.
- **Eastern Cape:** Qatywa Lodge Conferencing/accommodation, Mthonsi Lodge.
- **Mpumalanga:** Numbi Gate (Nkambeni), Numbi Gate (Mdluli).

Our various **Youth Skills Development Programme** 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; and 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 Colleges.

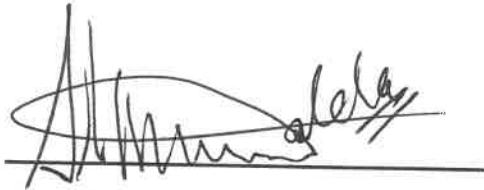
These include

- Training of 2700 unemployed youth on norms and standards for safe tourism operations.
- Training of 250 SMMEs on norms and standards for safe tourism operations in all nine provinces.
- Hosting of the National Tourism Careers Expo in 2024. This is 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.
- Enrolling 50 Chefs to undergo a Recognition of Prior Learning process.
- Training of 450 unemployed youth on various skills development programmes.

Our closer collaboration with the Department of Transport has seen the elimination of the backlog for Tour Operator Licensing, achieving the commitments made by the President at the 2023 SONA on red tape reduction.

The Department will continue to collaborate with the Department of Home Affairs and the Project Management Office in the Presidency to achieve better alignment within the visa regime and the destination marketing efforts. Where visas remain a requirement, visa issuing capacity must be enhanced to reduce turnaround time.

In conclusion let me reiterate the words of our President Cyril Ramaphosa during SONA that we will continue to position our economy to grow and compete in a fast-changing world, to support small businesses, to give young people economic opportunities and to provide social protection to the vulnerable and in the process ensure that no one is left behind.

A handwritten signature in black ink, appearing to read 'Fish Mahlalela', is written over a horizontal line.

Mr. Fish Mahlalela, MP

Deputy-Minister of Tourism



Accounting Officer Statement

Tourism is a catalyst for sustainable and inclusive growth. It promotes social inclusivity, creates employment, and contributes to poverty reduction - Through our various incentives and funding the Department is supporting growing sustainable tourism SMMEs and tourism enterprises. Our programmes create jobs, enhance skills, and improve the quality of our tourism products.

As part of our contribution to the Government's economic transformation agenda, we will seek to achieve 40% expenditure on procurement of goods and services from SMMEs, 40% procurement spend from women-owned businesses, and ensure that all compliant invoices are paid within 30 days.

The Department will continue to build on the competitiveness of Tourism SMMEs through entrepreneur development, skills training, advisory services, mentorship, information sharing, and market exposure programmes. The Department will continue with the implementation of the Green Tourism Incentive Programme (GTIP), administered on our behalf by the IDC, to encourage private tourism enterprises to move towards more efficient utilisation of energy and water resources. The GTIP provides partial grant funding support of 50% to 90% of the cost of retrofitting tourism facilities with energy and water efficiency equipment and systems, up to R1 million, based on the results of a resource efficiency assessment.

Micro Enterprises face a high failure rate due to multiple challenges that relate to compliance with regulatory and industry operating standards, poor networking, and knowledge of available support for various business needs. To address the challenge, the Department has planned to provide 150 SMMEs with compliance and resilience support. The support will be in the areas of regulatory compliance, service standards, business rescue, and operational efficiency. These transformative interventions, particularly incentives and SMME development, will contribute to expanding participation and achieving inclusivity. They will help the industry to foster the growth and survival of SMMEs.

The outputs related to the diversity of offerings, capacity building, and skills development are intended to affect positively the tourist experience, in turn affecting the destination's reputation, increasing volumes and spending. This will increase the tourism sector's contribution to economic growth.

The experience of the tourists is a key factor in the success of the destination. It affects the destination's reputation. As a service industry, tourism growth is enabled by memorable experiences and enhanced visitor experience. The safety and security of visitors impact significantly to their experience and the reputation of the destination. More than any other economic activity, the success or failure of a tourism destination depends on being able to provide a safe and secure environment for visitors.

As part of the implementation of the Tourism Safety Programme, the Department will conduct Joint Tourist Safety Campaigns sessions. These are tourist awareness sessions that form part of the initiatives of the Proactive measures of the Tourism Safety Plan.

The Department has prioritised supporting rural and township economic development through implementing empowerment models that are geared toward employment opportunities. These include capacity building, skills development, business development, and incubation support programmes.

The Department implements the Enterprise Development Support Programme as one of its strategic ways to grow and sustain tourism SMMEs. Tourism Business Incubation is a sub-programme under the Enterprise Development Programme. Several initiatives are planned for implementation in 2024/25 to support tourism SMMEs. These include the implementation of the Business Incubation Programme for Community-based Tourism Enterprises Incubator, Business Advisory Services focusing on Women in Tourism in Limpopo, and Business Advisory Services focusing on the Homestay Pilot Programme.

Skills Development Programmes to be undertaken in 2024/25 will focus on training unemployed youth, as well as SMME training on norms and standards for safe tourism operations. They would also include the implementation of Recognition of Prior Learning for Chefs.

As part of the development and maintenance of our knowledge systems for the 2024/25 financial year, the Department will develop and implement phase one of the Market Access Support Programme (MASP) application system. The aim is to provide a digitalised and automated platform to access, applications and management of the MASP. It is anticipated that the project will enable sector support services through a modernized platform, thus ensuring lean turnaround times. Furthermore, the Department will maintain, support, and enhance the Tourist Guide Information System.

The Department will continue with the implementation of destination enhancement and route development projects to diversify tourism offerings and enhance visitors' experience in identified priority areas. The Department entered into a partnership agreement with the Development Bank of Southern Africa (DBSA) in November 2020 to implement and manage the delivery of various infrastructure projects. We have planned to implement, amongst others, tourism enhancement projects in one World Heritage Site namely Robben Island Museum for the 2024/25 financial year.

The Expanded Public Works Programme (EPWP) includes both skills and infrastructure development programmes, mainly implemented in rural areas. In addition, there is also the implementation of Community-based Tourism Projects; most of which are in rural areas, but some of which are in township settings.

The Cabinet approved the Tourism Sector Masterplan in September 2023 for implementation. The Plan was gazetted for public noting. The Plan contains three (3) pillars: Protect and Rejuvenate Supply, Reignite Demand, and Strengthen Enabling Capability to support the sector's recovery and long-term sustainability. The goal is to preserve jobs and livelihoods within the sector, facilitate the creation of new job opportunities, match demand and supply, and strengthen transformation in the sector, including empowerment of women, youth, and people with disabilities.

Tourism is a collaborative endeavour for destination businesses in the sense that tourists see a destination as a whole, and the quality of their experience is dependent on all components of the value chain operating seamlessly together. A highly competitive tourism destination is one where all of the interconnected and integrated services and inputs work together to create

a great experience. All stakeholders must collaborate to design, implement, assess, and continuously improve the tourist offering and guest experience. It is for this reason that partnerships with community stakeholders, government, business, and civil society are the backbone of a stable and efficient tourism sector.

The Department appreciates the role played by the Minister and Deputy Minister, as well as the Portfolio and Select Committees concerning oversight of our operations.

The officials of our Department who play their part in ensuring that our commitments expressed in the Annual Performance Plan translate into reality are also appreciated.



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;
- Accurately reflects the Outcomes and Outputs which the Department of Tourism will endeavour to achieve over the period 2024/2025.

Signature:  _____

Ms Nomzamo Bhengu

Acting Deputy Director-General: Administration

Signature:  _____

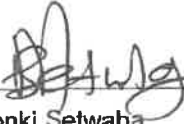
Ms Anemé Malan

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

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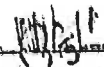
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Deputy Director-General: Destination Development

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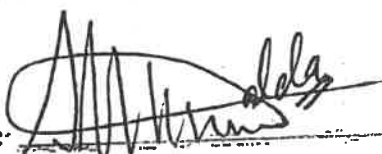
Ms Mmaditlonki Setwaba

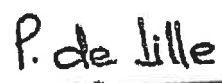
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Chief Director, Strategy and Systems

Signature: 
Mr Nkhumeleni Victor Tharage
Accounting Officer

Signature: 
Mr Fish Mahlalela, MP
Deputy Minister

Approved by: 
Signature: _____
Ms Patricia De Lille, MP
Executive Authority

PART B: 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 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 National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity, and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards, and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The Re-imagined Industrial Strategy identifies tourism as one of the seven national priority sectors.
- The National Tourism Sector Strategy (NTSS) guides the strategic development and growth of the tourism sector in pursuit of NDP targets.
- Tourism Sector Masterplan (TSMP) - derived from 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.

2. Updates to Institutional Policies and Strategies

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

- The National Tourism Sector Strategy (NTSS), 2016.
- Tourism Act, 2014.
- National Grading System.

3. Updates to Relevant Court Rulings

- Tourism Relief Fund: The Supreme Court of Appeal ruled that the Minister was not obligated or entitled to incorporate race-based criteria into the selection criteria for SMME grants. Therefore, the SCA's judgement remains the binding authority on it.

PART B: OUR STRATEGIC FOCUS

4. Updated Situation Analysis

4.1 External Environment Analysis

Significance of Tourism

Tourism is recognised for its immense potential and significant economic contribution. The government's recognition of the critical importance of tourism in the economy is evident in the sector's inclusion as one of the priority areas of the National Development Plan (NDP) and the Economic Recovery and Reconstruction Plan (ERRP). This is due to tourism's labour-intensive nature, the potential to stimulate small business development, and the ability to generate Foreign Direct Investment (FDI) as well as significant export earnings.

Tourism has been identified as one of seven (7) priority sectors within South Africa's Re-Imagining Industrial Strategy approved by the Cabinet in 2019. This is the basis upon which the Tourism Sector Recovery Plan (TSRP) is converted into a Tourism Sector Masterplan, adopted by Cabinet in 2023, which aims to galvanise social partners to collectively act on a shared vision, identify priorities, and deliver economic activity and jobs. The Masterplan is based on three strategic themes: Protecting Supply, Re-igniting Demand, and Strengthening Enabling Capability for Long-Term Sustainability. It includes seven Strategic Interventions, focusing on education, skills development, entrepreneurship, infrastructure, social cohesion, environmental preservation, governance, and regional cooperation.

Travel and Tourism's Contribution to the South African Economy

Tourism supports a vibrant and complex value chain, but unlike many other sectors in South Africa, it is not characterised by significant market concentration and deep vertical integration. Activity occurs in five sub-sectors: 'Travel Distribution and Intermediaries', 'Transport and Related Services', 'Accommodation', 'Entertainment and Related Services', and 'Support and Indirect Services'. Within each sub-sector, a variety of industries provide a wide range of visitor services and activities.

For many countries, the tourist industry is expanding faster than other economic sectors. From a trend standpoint, this is undoubtedly the case in South Africa, where tourism is a key contributor to the economy. With its vast value chain and labour absorption potential, it is recognised as a vehicle for inclusive economic growth, playing an important part in addressing the country's socioeconomic difficulties. Among these include the supply of employment to people with diverse skill levels, the employment of women, notably in rural regions, and the geographic distribution of tourist advantages. The sector generates large foreign exchange and has significant forward and backward links with other economic sectors, impacting the overall economy.

Contribution to Gross Domestic Product

Tourism is essential to the South African economy as a whole. Tourism contributes significantly to the economy as a tertiary sector with strong ties to transportation, consumer retail, financial services, and other network industries. The World Travel and Tourism Council (WTTC) country report for South Africa: 2021 shows that tourism's direct and indirect contribution to GDP increased from R180 billion in 2020 to R195.2 billion in 2021 (3.2% of GDP), representing an 8.4% increase.

Contribution to Employment

The WTTC estimated that in 2021 the travel and tourism sector contributed about 1 081,5 jobs, which was an increase of 1,9% (contributing 7,3% to total employment) compared to 1 061,4 jobs (7,0 share % to the country's total employment) in 2020. The direct contribution of tourism to employment was estimated to have increased from 509 000, 000 in 2020 to 543 900, 000 in 2021 (3,7% of employment), which was a positive growth of 6,8%.

Risks Affecting Tourism

The tourism industry continues to function in a tumultuous global context. The World Economic Forum cites several hazards for the year 2024. These dangers have the potential to significantly harm the global tourism industry. Among these are geopolitical tensions caused by 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 used in aircraft manufacture, influencing airline decisions. They also include extreme weather patterns, a cost-of-living issue that reduces discretionary money, misinformation and deception, and violent civil strikes and riots.

South Africa is also affected by the aforementioned global dangers. However, there are also local risks that the tourism industry must deal with in 2024. These include, among other things, public debt and associated cost-cutting measures; infrastructure challenges in general, as well as those affecting tourist attractions; the frequency of extreme weather patterns such as climate change and its impact on tourism infrastructure; and the cost-of-living crisis, which has the potential to undermine domestic tourism. Accessibility concerns and communication barriers across departments; safety and security; and unemployment, poverty, and social inequality.

Tourism Sector Recovery

Throughout history, the tourism industry has shown resilience in the face of global financial crises and health pandemics. However, the size and depth of the disruption caused by the COVID-19 health and economic crises indicated that the road to tourism recovery would be lengthy and unclear. The United Nations World Tourism Organisation (UNWTO) predicted that the sector would only return to pre-crisis levels in 2023. Until then, the sector was mostly in survival mode. Many tourism employment remained in jeopardy, and some enterprises in the sector faced the possibility of permanent closure.

The TSRP was developed as a deliberate response by the sector and its constituent partners to the multiple challenges brought on by the pandemic. The Plan acknowledged the need for targeted, coordinated action to mitigate the impacts of the crisis and set the sector on the most optimal path to recovery, transformation, and long-term sustainability.

Recovery efforts were hampered by a series of severe floods in KwaZulu-Natal and sections of the Eastern Cape. These have resulted in significant infrastructural and income losses for the tourism sector. With the flooding receding, South Africa continues to experience load shedding, which is equally terrible for the tourism industry and other economic activity.

Travel Facilitation

Tourism's priorities for the remainder of the 6th Administration include collaboration with the Department of Home Affairs (DHA) to improve eVisa turnaround time for tourists, as well as identifying additional countries with high inbound tourism potential and modalities to enable better visa facilitation.

The Department of Tourism is constantly working with the DHA to increase ease of entrance to South Africa through digitization of passenger processing and the further roll-out of the e-visa system. Continuous engagement with the DHA and tourism partners is also intended to inform travellers about South Africa's Visa processing system and the Advance Passenger Processing (APP) system in certain tourism markets.

Air access to South Africa to expand the tourism sector is also a priority for the rest of the present administration. In this sense, the Department of Tourism is a member of the Department of Transport's Strategic Planning Committee (SPC), which focuses on aviation connectivity.

The Department also participates in Tourism Forums, where updates on bilateral air service agreements and negotiations are delivered. Tourism and transport departments worked together to guarantee that the TAP Portugal / Lufthansa Code Share application was approved.

Due to its multiplier effect, labour intensity, and value chain that creates significant employment opportunities for people, including women and youth, amongst others, tourism is recognised as a priority sector of the South African economy. The industry's interlinkages with other economic sectors provide business opportunities for SMMEs, which is why it was identified as one of seven key sectors in South Africa's Re-Imagining Industrial Strategy, approved by Cabinet in 2019.

South Africa is geopolitically unique, with natural and cultural variety that offers an internationally appealing tourism proposition. SA has exceptional biological richness, ranking in the top six most biodiverse countries in the world (African Wild Life Foundation, 2018) and far by the most diverse for its size. Seven unique biomes exist within the country's borders, which are highlighted by ten World Heritage Sites, twenty-two national parks, and hundreds of wildlife and nature reserves. The country's variety of attractions makes it a popular tourist destination.

4.2 Internal Environment Analysis

The National Treasury's cost-cutting efforts, as well as the subsequent Directive on the Implementation of Control efforts aimed at supporting Executive Authorities in ensuring fiscal sustainability, have an impact on operations. The Department's output is directly linked to the filling of vacancies.

The Department's vacancy and turnover rate shows a negative trend, potentially hindering its mandate and impacting its ability to achieve organisational goals due to cost containment measures.

The Audit Action Plan, which strengthens controls, as well as implementation of corrective measures, aims to prevent the Department from repeating mistakes and addressing inherent administration risks.

The Department's ability to expand services and infrastructure will always be hampered the budget cuts to respond to the country's fiscal difficulties.

PART C: MEASURING OUR PERFORMANCE

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					MTEF Period	
	Audited/Actual Performance		Estimated Performance				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome: Achieve good corporate and cooperative governance							
Sub-programme: Financial Management							
Output: Unqualified audit on financial statements and non-financial performance information.							
1. Audit outcome on financial statements and non-financial 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 non-financial performance information.	Unqualified audit on financial statements and non-financial performance information.	Unqualified audit outcome on financial statements and non-financial performance information.
Output: Departmental expenditure to contribute to the Government's economic transformation agenda							
2. Percentage of procurement of goods and services from SMMEs.	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.	54,76% expenditure on procurement of goods and services from SMMEs was achieved.	40% expenditure on procurement of goods and services from SMMEs.	40% expenditure on procurement of goods and services from SMMEs.	40% expenditure 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 complaint invoices within 30 days, including State-Owned Enterprises (SOEs) and municipalities.	95,5% payments of all compliant invoices within 30 days including SOEs and Municipalities were made.	93,37% of all compliant invoices received were paid 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.	100% payment of all compliant invoices within 30 days.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	MTEF Period		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4. Percentage of procurement spend from women-owned businesses.	-	-	37,03% procurement was spent on women-owned businesses.	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.
Sub-programme: Strategy and Systems							
Output: Oversight on South African Tourism							
5. Number of public entity oversight reports developed	Four reports on governance and performance of SA Tourism were produced for oversight purposes.	Four reports on governance and performance of SA Tourism were produced for oversight purposes were developed.	Four Reports on governance and performance of SA Tourism were developed for oversight purposes.	Four Tourism quarterly oversight reports developed, in terms of the Service Level Agreement (SLA).	Four SA Tourism quarterly oversight reports developed.	Four Tourism quarterly oversight reports developed.	Four Tourism quarterly oversight reports developed.
Sub-programme: Human Resource Management and Development							
Output: Attract and retain a capable and ethical workforce in a caring environment							
6. Percentage of vacancy rate.	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 was 7,9% as at 31 March 2023.	Vacancy rate below 6%.	Vacancy rate below 10%.	Vacancy rate below 10%.	Vacancy rate below 10%.

Annual Target							
Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
7. Percentage of compliance with Departmental Employment Equity Targets.	Women representation at SMS level was at 43,9% as at 31 March 2021.	Women representation of SMS level through designation of SMS posts at recruitment was maintained at 46,9%.	SMS women representation was maintained at 49,2%.	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 was at 4,3% as at 31 March 2021.	PWDs' representation was at 4,6% as at 31 March 2022.	PWDs' representation was 4,5% as at 31 March 2023.	PWDs' representation above 3%.	Persons with Disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.
8. Percentage of Workplace Plan (WSP) implemented	Development and 100% implementation of WSP for all employees was achieved.	Branch-targeted WSP was developed. 100% of the WSP was implemented.	100% of WSP was implemented.	100% implementation of WSP.	100% implementation of WSP.	100% implementation of WSP.	100% implementation of WSP.
Sub-programme: Internal Auditing							
Output: Audit reports with recommendations as per the approved Internal Audit Plan							
9. Percentage of 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.

5.2 Indicators, Annual and Quarterly Targets

Table 2: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Audit outcome on financial statements and non-financial performance information.	Unqualified audit outcome on financial statements and non-financial performance information.	Financial statements and non-financial performance information submitted to the Auditor-General South Africa (AGSA) and National Treasury (NT).	AGSA audit report received ¹ .	- Implementation Plan developed as per AGSA outcomes. - Review internal control measures.	Implementation of audit action plan as per AGSA outcomes.
2. Percentage of procurement of goods and services from SMMEs.	40% expenditure achieved on procurement of goods and services from SMMEs.	40% expenditure 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 on procurement of goods and services from SMMEs.
3. Percentage of compliant 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 ² .	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.

¹ Receipt depends upon finalisation of AGSA processes.

² Exclusion of Procurement from Government institutions, Entities and Transversal Contracts (e.g. SITA, NT).

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
5. Number of public oversight reports developed.	Four SA Tourism quarterly oversight reports developed.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report developed.
6. Percentage of vacancy rate.	Vacancy rate below 10%	Vacancy rate below 10%.	Vacancy rate below 10%.	Vacancy rate below 10%.	Vacancy rate below 10%.
7. Percentage of compliance with Departmental Employment Equity Targets.	SMS representation at a minimum of 50%.	SMS representation at a minimum of 50%.	SMS representation at a minimum of 50%.	SMS representation at a minimum of 50%.	SMS representation at a minimum of 50%.
	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.	Persons with disabilities representation above 3%.
8. Percentage of Workplace Skills Plan (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.

5.3 Explanation of planned performance over the medium-term period

Programme 1 will adopt a communication approach aligned with the government's developmental communication principles, focusing on providing accurate, timely information about the Department's policies, ensuring accessibility for all South Africans, and implementing programs for dialogue and citizen feedback on tourism matters. This includes:

- Provision of accurate and timely information about the Department's policies, programmes, services, and plans to the public
- Ensuring that departmental information is accessible to all South Africans to enable them to participate in tourism matters;
- Adopting and implementing programmes that will facilitate dialogue between the Department and the citizens, and establishing feedback mechanisms to allow citizens to contribute to the tourism agenda.
- Implementation of the Annual Internal Audit Plan will ensure the improvement of risk, control, and governance processes throughout the Department and also assist the Accounting Officer in the effective discharge of his responsibilities in terms of Section 38 (a) (ii) of the PFMA of 1999.

5.4 Programme Resource Consideration

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	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
Sub-programmes							
Ministry Management	29,717	37,659	53,007	38,970	34,413	36,363	38,371
Corporate Management	2,545	2,497	4,140	3,486	2,728	2,882	3,042
Financial Management	173,138	156,204	160,235	183,995	207,186	211,758	217,028
Office Accommodation	50,866	63,841	76,532	64,853	74,550	78,912	82,703
	33,553	28,295	29,576	38,807	40,550	42,531	44,532
Total	289,819	288,496	323,490	330,111	359,427	372,446	385,676
Economic classification							
Current payments	272,923	278,328	315,241	324,011	355,447	367,463	380,458
Compensation of employees	156,098	158,385	166,924	178,631	195,617	199,722	204,820
Goods and services	116,825	119,943	148,317	145,380	159,830	167,741	175,638
Advertising	9,551	3,701	4,279	4,822	8,017	8,732	9,141
Audit costs: External	8,059	7,718	8,069	12,090	12,794	13,407	14,038
Communication (G&S)	15,344	22,240	32,735	15,834	25,646	27,225	28,502
Computer services	12,231	15,126	17,449	14,815	21,591	22,232	23,279
Operating leases	30,720	28,290	29,573	37,548	40,543	42,524	44,524
Travel and subsistence	6,127	14,792	31,400	16,959	17,800	19,446	20,367
Interest and rent on land	-	-	-	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-
Transfers and subsidies	1,208	3,637	1,956	1,587	203	212	222
Departmental agencies and accounts	172	181	181	194	203	212	222
Households	1,036	3,456	1,775	1,393	-	-	-
Payments for capital assets	15,672	6,437	6,138	4,309	3,777	4,771	4,996
Machinery and equipment	8,947	6,437	5,641	4,309	3,777	4,771	4,996
Software and other intangible assets	6,725	-	497	-	-	-	-
Payments for financial assets	16	94	155	204	-	-	-
Total	289,819	288,496	323,490	330,111	359,427	372,446	385,676

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

Included in Programme 1: Administration, is the Ministry, Management, Corporate Management, Financial Management, and Office Accommodation. Corporate Management includes the Deputy Director-General: Corporate Management, Human Resources, Communication, Legal Services, Strategy & Systems, Information & Communication Technology, and Internal Audits. This programme budget is 15 percent of the total departmental budget for the 2024/25 financial year. An amount of R359.4 million has been allocated for this programme of which R195.6 million (54 percent) is for the Compensation of Employees.

The amount allocated for Office Accommodation for the 2024/25 financial year is R40.6 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 Auditor-General South Africa.

Programme 2: Tourism Research, Policy and International Relations

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

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	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
Outcome: Increase the tourism sector's contribution to inclusive economic growth					
Sub-programme: Research and Knowledge Management					
Output: Provision of knowledge services to inform policy, planning and decision-making					
1. Number of monitoring and evaluation reports on tourism projects developed.	Two Reports on the Impact Evaluation of COVID-19 on the tourism sector were produced.	Eight Monitoring and Evaluation reports produced: 1. Implementation of the Norms and Standards for Safe Operations in the sector was monitored.	Five Monitoring and Evaluation Reports on tourism projects and initiatives developed: 1. Evaluation of the Resource Efficiency Project was conducted.	Five Monitoring and Evaluation Reports on tourism projects and initiatives developed: 1. Assessment of the State of Publicly Owned Tourist Attractions (National Parks, Museums and Provincial Parks) in South Africa.	Eight Monitoring and Evaluation Reports on tourism projects developed: 1. Evaluation of the impact of infrastructure supporting tourism projects.
					Seven Monitoring and Evaluation Reports on tourism projects developed: 1. Impact Evaluation Report of Capacity Building Programme.
					Four Monitoring and Evaluation Reports on tourism projects developed: 1. Evaluation Report of the impact of the Green Tourism Incentive Programme

Output Indicator	Annual Target				
	Audited/Actual Performance		Estimated Performance	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25 2025/26 2026/27
	Monitoring of the implementation of the Tourism Relief Fund on tourism enterprises were conducted and preliminary impact was developed.	2. Two Reports on the impact of COVID-19 on the tourism sector in South Africa were developed.	2. Monitoring of Capacity-Building Programme (Hospitality Youth Programme, National Youth Chefs Training Programme, Tourism Monitors Programme and Food Safety Quality Assurers Programme) was undertaken.	2. Monitoring of the new and continuing Capacity Building Programmes.	2. Monitoring of the new and continuing Departmental Programmes. - National Professional Cookery Programme - Tourism Monitors Programme - Food and Beverage Programme - Food Safety Quality Assurers Programmes
	-	-	-	2. Evaluation of the Departmental incubation Approach in the Pilanesberg Tourism Incubation	3. Impact evaluation of the Tourism Incentive Programme

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	MTEF Period		
	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
				- Manyeleti Tourism Incubation - Ba-Phalaborwa Tourism Incubation - Mier Tourism Incubation Projects.			
	2018/19 STR was finalised and published. Draft 2019/2020 STR was developed.	2019/2020 STR was finalised and published.	2020/2021 STR was finalised and published.	Bi-Annual Monitoring of the performance of the Tourism Sector (2 reports).	4. Bi-Annual Tourism Sector Performance Reports (2 reports)	3. Bi-Annual Tourism Sector Performance Reports (2 reports)	3. Bi-Annual Tourism Sector Performance Reports (2 reports)
Sub-programme: Policy Planning and Strategy							
	-	-	-	-	5. Three Sector Masterplan (TSMP) Implementation Reports developed.	4. Four TSMP Implementation Reports developed	4. One TSMP Implementation Report developed.

Output Indicator	Annual Target					MTEF Period		
	Audited/Actual Performance		Estimated Performance			2024/25	2025/26	2026/27
	2020/21	2021/22	2022/23	2023/24		One system developed:	Market Support Programme (MASP) application system: Phase 2 implemented.	Maintenance, support, and enhancement of the Market Access Support Programme (MASP) application system.
2. Number of knowledge systems developed and maintained	-	Two systems developed and implemented: 1. An Integrated Tourism Knowledge System was implemented. 2. Data collection and verification was conducted in line with the NTIMS Regulations	Two Information and Knowledge systems implemented: 1. Tourism Skills and Employment Portal implemented. 2. Tourism Data Analytics System Implemented: Sentiments Analysis prioritised.	Two Information and Knowledge systems implemented: 1. Implementation of the Tourism Skills Employment Portal. 2. Implementation of Tourist Guide Information System.		One system developed: Market Support Programme (MASP) application system: Phase 1 implemented	Market Access Programme application system: Phase 2 implemented.	Maintenance, support, and enhancement of the Market Access Support Programme (MASP) application system.
	-	-	-	-		One system maintained: Maintenance, support and enhancement of the Tourist Guide Information System (TGIS).	Maintenance, support and enhancement of the Tourist Guide Information System (TGIS)	Maintenance, support, and enhancement of the Tourist Guide Information System (TGIS)

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance		MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Output: South Africa tourism showcase at priority markets.							
5. 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 were implemented on 25 August 2022 and 7 December 2022 virtually.	Two outreach programmes with the diplomatic community in prioritised countries implemented.	Two outreach programmes to engage tourism trade, media and airlines in prioritised countries implemented.	Outreach programme with the diplomatic community in prioritised countries implemented.	Outreach programme 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 2024/2025	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of monitoring and evaluation reports on tourism projects developed	Eight Monitoring and Evaluation Reports on tourism projects developed:				
	1. Evaluation of the impact of infrastructure supporting tourism projects	Proposal for the evaluation of the infrastructure supporting tourism projects developed and finalised.	Data collection tools for the evaluation of the infrastructure supporting tourism projects developed and finalised	Data collection for the evaluation of the infrastructure supporting tourism projects finalised	Evaluation of the infrastructure supporting tourism projects finalised
	2. Monitoring of new and continuing Departmental Programmes: National Professional Cookery Programme, Tourism Monitors Programme, Food and Beverage Programme, Food Safety Quality Assurers Programmes	Monitoring of new and continuing Departmental Programmes undertaken.	Monitoring of new and continuing Departmental Programmes undertaken.	Monitoring of new and continuing Departmental Programmes undertaken	Monitoring of new and continuing Departmental Programmes undertaken.
	3. Impact evaluation of the Tourism Incentive Programme	Proposal for the evaluation of the Tourism Incentive Programme developed	Data collection tools for the evaluation of the Tourism Incentive programme developed	Data collection for the evaluation of the Tourism Incentive Programme finalised	Impact Evaluation Report of the Tourism Incentive Programme developed

Output Indicator	Annual Target 2024/2025	Quarterly Targets			
		Q1	Q2	Q3	Q4
	4. Bi-Annual Tourism Sector Performance Reports (2 reports)	Data collection for the development of the First Bi-Annual Tourism Sector Performance Report done.	First Bi-Annual Tourism Sector Performance Report developed	Data collection for the Second Bi-Annual Tourism Sector Performance Report done.	Second Bi-Annual Tourism Sector Performance Report Developed
	5. Three Tourism Sector Masterplan (TSMP) Reports developed.	Framework of the quarterly TSMP Monitoring and Implementation Report developed.	Quarterly TSMP report implementation developed.	Quarterly TSMP implementation report developed.	Quarterly TSMP report implementation developed.
2. Number of knowledge systems developed and maintained	One system developed: Market Access Support Programme (MASP) application system: Phase 1 implemented.	Project Planning and Project Scoping undertaken.	User, systems, and business requirements developed and finalised.	Commencement of the MASP application system: Phase One.	MASP application system: Phase One developed and implemented.
	One system maintained: Maintenance, support, and enhancement of the Tourist Guide Information System (TGIS).	Terms of Reference for the maintenance, support, and enhancement of the TGIS developed	TGIS maintained, supported, and enhanced	TGIS maintained, supported, and enhanced	Maintenance, support, and enhancement of the TGIS finalised.
3. Number of fora prioritised to advance South Africa's	Leveraging South Africa's tourism interests in six multilateral fora UNWTO, G20, BRICS,	Quarterly report on SA participation in the UNWTO structures and training opportunities.	Quarterly report on SA participation in the G20 and preparations for	Quarterly report on SA participation in the BRICS Tourism workflow.	Quarterly report on SA participation in the implementation of AU

Output Indicator	Annual Target 2024/2025	Quarterly Targets			
		Q1	Q2	Q3	Q4
tourism interests at regional, continental and global level through multilateral other groupings.	SADC, IORA and AU to advance national priorities		SA's Presidency for 2025. Quarterly report on SA participation in the implementation of the SADC Tourism Programme.	Quarterly report on SA participation in the training opportunities of IORA.	Plan of Action on Tourism.
4. Sharing of Best Practices Workshop hosted.	One workshop on sharing of Best Practices Workshop 2025 targeted at African countries with whom SA signed tourism agreements hosted in Eastern Cape Province.	Concept document for the Best Practices Workshop 2025 drafted.	Stakeholder consultation on the concept document for the Best Practices Workshop 2025 conducted.	Concept document for the Best Practices Workshop 2025 finalised.	Sharing of Best Practices Workshop 2025 targeted at African countries with whom SA signed tourism agreements hosted.
5. Number of outreach programmes to the diplomatic community implemented	Two outreach programmes to engage tourism trade, media, and airlines in prioritised countries implemented.	Stakeholder consultation on the outreach programme to engage tourism trade, media, and airlines in prioritised countries conducted.	Concept Note on outreach programme to engage tourism trade, media, and airlines in prioritised countries developed.	One outreach programme to engage tourism trade, media, and airlines in prioritised countries hosted.	One outreach programme to engage tourism trade, media, and airlines in prioritised countries hosted.

5.7 Explanation of planned performance over the medium-term

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.

Timely and reliable monitoring and evaluation support project and programme implementation with accurate evidence-based reporting that informs project and programme reviews and priorities to guide and improve institutional plans and performance. Furthermore, monitoring and evaluation provide opportunities for stakeholder engagement and feedback, especially from beneficiaries and project funders to better inform project and programme implementation and strategic objectives thereby modelling the best ways to learn from experiences and to adapt to changing needs and priorities.

To monitor and evaluate the performance of the tourism sector, Bi-Annual Tourism Sector Performance Reports will be developed which will include key indicators for reporting purposes and to inform decision-making. The report will include amongst others the performance of key tourism industries such as accommodation as well as food and beverages. Furthermore, the importance of tourism will be demonstrated by monitoring the contribution of tourism to the GDP and employment within the country. Inbound and domestic tourism performance will also be monitored.

To strengthen regional integration and showcase South Africa's products and services globally, the focus will be on participating at multilateral and bilateral platforms and engaging key stakeholders including the diplomatic communities to contribute to the tourism recovery in line with the Tourism Recovery Plan and the NTSS. It will be important to leverage South Africa's tourism interests in six multilateral and prioritised bilateral platforms and other bilateral formations.

To enable departmental service offerings through a modernised digital platform, the concentration of resources will be on the development and maintenance of digital and knowledge systems that will be available to the public stakeholders for interaction with the department. The maintenance and enhancement of the tourist guide information systems ensures that the National Registrar maintains an updated, validated, and consistent database of registered tourist guides across the country. The implementation of the MASP application system will bring a seamless application process for the applicants; thus, also ensuring rapid evaluations, communication, and feedback channels between the department to the applicants.

1.8 Programme Resource Consideration

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised estimate R'000	Revised baseline R'000	Revised baseline R'000	Revised baseline R'000
Sub-programmes							
Tourism Research, Policy and International Relations Management	5,663	5,441	4,992	9,612	9,050	9,556	10,081
Research and Knowledge Management	21,536	26,230	28,182	35,082	36,306	38,350	40,472
Policy Planning and Strategy	10,746	10,816	12,102	15,265	16,844	17,810	18,807
South African Tourism	423,027	1,297,038	1,329,206	1,289,739	1,243,555	1,300,207	1,359,666
International Relations and Cooperation	18,557	19,032	20,612	28,515	29,868	31,528	33,246
Total	479,529	1,358,557	1,395,094	1,378,213	1,335,623	1,397,451	1,462,272
Economic classification							
Current payments	53,176	57,996	61,451	80,829	85,108	90,143	95,278
Compensation of employees	48,054	49,089	49,358	64,187	60,777	64,452	68,271
Goods and services	5,122	8,907	12,093	16,642	24,331	25,691	27,007
Computer services	2,226	1,218	2,027	2,007	3,488	3,763	4,922
Travel and subsistence	373	1,294	4,372	9,879	12,489	13,213	13,938
Venues and facilities	56	168	560	2,511	1,729	1,272	1,318
Transfers and subsidies	426,141	1,300,274	1,332,721	1,296,727	1,250,257	1,307,208	1,366,994
Departmental agencies and accounts	423,027	1,297,038	1,329,206	1,289,739	1,243,555	1,300,207	1,359,666
Foreign governments and international organisations	2,998	2,437	2,238	2,982	2,750	2,872	3,005
Households	116	799	1,277	4,006	3,952	4,129	4,323
Payments for capital assets	210	266	907	655	258	100	-
Machinery and equipment	210	266	907	655	258	100	-
Payments for financial assets	2	21	15	2	-	-	-
Total	479,529	1,358,557	1,395,094	1,378,213	1,335,623	1,397,451	1,462,272

5.8 Programme Resource Consideration

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	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
Sub-programmes							
Tourism Research, Policy and International Relations Management	5,663	5,441	4,992	9,612	9,050	9,556	10,081
Research and Knowledge Management	21,536	26,230	28,182	35,082	36,306	38,350	40,472
Policy Planning and Strategy	10,746	10,816	12,102	15,265	16,844	17,810	18,807
South African Tourism	423,027	1,297,038	1,329,206	1,289,739	1,243,555	1,300,207	1,359,666
International Relations and Cooperation	18,557	19,032	20,612	28,515	29,868	31,528	33,246
Total	479,529	1,358,557	1,395,094	1,378,213	1,335,623	1,397,451	1,462,272
Economic classification							
Current payments	53,176	57,996	61,451	80,829	85,108	90,143	95,278
Compensation of employees	48,054	49,089	49,358	64,187	60,777	64,452	68,271
Goods and services	5,122	8,907	12,093	16,642	24,331	25,691	27,007
Computer services	2,226	1,218	2,027	2,007	3,488	3,763	4,922
Travel and subsistence	373	1,294	4,372	9,879	12,489	13,213	13,938
Venues and facilities	56	168	560	2,511	1,729	1,272	1,318
Transfers and subsidies	426,141	1,300,274	1,332,721	1,296,727	1,250,257	1,307,208	1,366,994
Departmental agencies and accounts	423,027	1,297,038	1,329,206	1,289,739	1,243,555	1,300,207	1,359,666
Foreign governments and international organisations	2,998	2,437	2,238	2,982	2,750	2,872	3,005
Households	116	799	1,277	4,006	3,952	4,129	4,323
Payments for capital assets	210	266	907	655	258	100	-
Machinery and equipment	210	266	907	655	258	100	-
Payments for financial assets	2	21	15	2	-	-	-
Total	479,529	1,358,557	1,395,094	1,378,213	1,335,623	1,397,451	1,462,272

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

The Tourism Research, Policy, and International Relations programme has a budget allocation of R1.336 billion for 2024/25 after absorbing a budget reduction of R140.5 million which has been allocated to the SA Tourism (SA Tourism) budget. The total budget allocated to SAT after the reduction amounts to R1.244 billion which represents 93 percent of the branch's budget allocation. The remaining allocation available for this Programme is R92.1 million of which R60.8 million is allocated to Compensation of Employees for the branch. The foreign transfer payments of the membership fee in respect of the United Nations World Tourism Organisation (UNWTO) are vested in this branch.

Programme 3: Destination Development

Purpose: Facilitate and coordinate tourism destination development.

Sub-Programmes and purpose:

- **Destination Planning and Investment Coordination** ensure 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 Persons with disabilities 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	MTEF Period		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome: Increase the tourism sector's contribution to inclusive economic growth							
Sub-programme: Destination Planning & Investment Coordination							
Output: Initiatives undertaken on destination planning and investment coordination							
1. Number of destination planning and investment coordination initiatives undertaken.	- Institutional arrangements for budget resort network and brand were finalised. - Brand and network concept were piloted with key stakeholders	1. The budget resorts network and brand concept were piloted.	1. The piloting of the budget resort network and brand concept was reviewed.	1. Implementation of the budget resort network and brand concept.	1. Implementation of the budget resort network and brand concept.	1. Implementation of the budget resort network and brand concept.	1. Implementation of the budget resort network and brand concept.
		2. A pipeline of nationally prioritised tourism investment opportunities (greenfield projects) was managed.	2. A pipeline of nationally prioritised tourism investment opportunities (greenfield and brownfield	2. A pipeline of nationally prioritised tourism investment opportunities (greenfield and brownfield	2. A pipeline of nationally prioritised tourism investment opportunities/ projects managed.	2. A pipeline of nationally prioritised tourism investment opportunities/ projects managed.	2. A pipeline of nationally prioritised tourism investment opportunities/ projects managed.

Output Indicator	Annual Target				
	Audited/Actual Performance			Estimated Performance	MTEF Period
	2020/21	2021/22	2022/23	2023/24	2024/25
		A database of distressed high-impact tourism properties (brownfield projects) was managed.	projects) managed.	projects) was managed.	2026/27
	-	3. Four investment promotion platforms were facilitated.	3. Two investment promotion platforms facilitated	3. Two investment promotion platforms were facilitated.	3. Two investment promotion platforms facilitated.
Sub-programme: Destination Planning and Investment Coordinated					
Output: Enhancement initiatives on tourist attraction supported.					
2. Number of destination enhancement initiatives supported.	Infrastructure maintenance programme was implemented in three National Parks: - Marakele - Addo - Karoo National Parks	Infrastructure maintenance programme was implemented in all 19 National Parks as targeted.	Three Initiatives: Infrastructure maintenance programme was implemented in 19 National Parks. Infrastructure maintenance and beautification programme was	Three Initiatives supported: Infrastructure maintenance and beautification programme implemented in five (5) provinces: - Mpumalanga - Limpopo	-

Output Indicator	Annual Target				
	Audited/Actual Performance		Estimated Performance	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
			implemented in four Provincial State-Owned Attractions.	• Eastern Cape • Free State • Western Cape	• Gauteng • KwaZulu-Natal • North West • Northern Cape
	Draft Project concepts were developed for five community-based tourism projects at: • Numbi Gate • Nandoni Dam • Tshathogwe Game Farm • Mfiliti Game Farm • Mapate Recreational Social Tourism Facility	The Implementation of 30 Community-based Tourism Projects was supported as targeted.	30 Community-based Tourism Projects were implemented.	Monitoring of implementation of Twenty-Nine (29) Community-based Projects.⁵	2. Implementation of Twenty-two (22)³ Community-based Tourism Projects monitored.
				-	-

³ **LP:** Vha Tsonga, Phiphidi Waterfall, Oaks Lodge, Ngove, Matsila Lodge, Nandoni Dam, Royal Khlanga Lodge, Mfiliti Game Lodge; Tisane, Mapate Social Recreation, Tshathogwe Game Farm; **FS:** Vredefort Dome, Qwa Qwa Guest House, **NW:** Manyane Lodge, Lehurutshe Bird and Trophy Hunting; **NC:** Platfontein Lodge, Kamiesburg; **KZN:** Muzi Pan, **EC:** Qatyywa Lodge Conferencing/accommodation, Mthonsi Lodge, **MP:** Numbi Gate (Nkambeni), Numbi Gate (Mdluli),

Output Indicator	Annual Target				
	Audited/Actual Performance		Estimated Performance	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
-	-	-	-	-	3. Tourism enhancement projects implemented in one (1) World Heritage Site: Robben Island Museum (RIM)
					Tourism enhancement projects implemented in one (1) World Heritage Sites.
					Tourism enhancement projects implemented in one (1) World Heritage Sites.
Sub-programme: Working for Tourism					
3. Number of work opportunities created through Working Tourism projects.	2772 work opportunities through Working Tourism projects were created.	5328 work opportunities through working Tourism projects created.	5 315 work opportunities were created.	4133 work opportunities created.	5820 work opportunities created ⁴ .
					5994 work opportunities created.
					6174 work opportunities created.

⁴ The Work Opportunities targets for the MTEF are being revisited to align with reduced budgets. These figures will be updated.

5.10 Indicators, Annual and Quarterly Targets

Table 6: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of destination planning investment coordination initiatives undertaken.	Three Initiatives undertaken: 1. Implementation of the budget resort network and brand concept.	- ToR for shared website content creation templates published.⁵ - ToRs for upgrades/refurbish ments assessments developed.	- Service provider for website templates appointed. - Upgrade/ refurbishment costs assessed.	- Website & templates 1st draft developed. - Pilot products upgrades/refurbishm ents initiated.	- Website/page tested and finalised to go live. Website or page? - Pilot products / upgrades refurbishments completed.
	2. A pipeline of nationally prioritised investment opportunities/ projects managed.	- Criteria for tourism investment projects to be promoted developed. - Call for tourism investment projects for promotion published.	Tourism Investment projects for promotion and packaged published.	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.
	3. Two investment promotion platforms facilitated.	Concept investment promotion platforms revised.	Concept for investment promotion platforms finalised.	Facilitate one investment promotion platform.	Facilitate one investment promotion platform.

⁵ Also to serve community owned products developed by the Department etc.

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
2. Number of destination enhancement initiatives supported.	Three initiatives supported:				
	1. Infrastructure and maintenance beautification programme implemented in four (4) provinces: • Gauteng • KwaZulu-Natal • North West • Northern Cape	Report on the progress made on the project deliverables of the infrastructure and Beautification Programme in each of the 4 selected provinces.	Report on the progress made on the project deliverables of the infrastructure and Beautification Programme in each of the 4 selected provinces.	Report on the progress made on the project deliverables of the infrastructure and Beautification Programme in each of the 4 selected provinces.	Report on the progress made on the project deliverables of the infrastructure and Beautification Programme in each of the 4 selected provinces.
	2. Implementation of Twenty-two (22) Community-based Tourism Projects monitored.	Implementation of Twenty-two (22) Community-based Tourism Projects monitored.	Implementation of Twenty-two (22) Community-based Tourism Projects monitored.	Implementation of Twenty-two (22) Community-based Tourism Projects monitored.	Implementation of Twenty-two (22) Community-based Tourism Projects monitored.
	3. Tourism enhancement projects implemented in one (1) World Heritage Site: Robben Island Museum (RIM)	Progress report on the development of Alpha 1 Recreational Lounge at RIM.	Progress report on the development of Alpha 1 Recreational Lounge at RIM.	Progress report on the development of Alpha 1 Recreational Lounge at RIM.	Progress report on the development of Alpha 1 Recreational Lounge at RIM.
3. Number of work opportunities created through Working Tourism projects.	5820 Work opportunities created	873	873	2037	2037

5.11 Planned performance over the medium-term period

Programme 3 responds to tourism demand (i.e. the needs of tourists) by ensuring that supply-side measures are put in place for tourism places and physical spaces. This is achieved through the provision of coherent destination planning, investment promotion, tourism product and infrastructure enhancement and development, experience development, and job creation. During the medium term, the Programme will accelerate the implementation of the Community Based Tourism Projects and the Tourism Infrastructure and Maintenance Programme, facilitate tourism investment coordination, as well as coordinate the tourism planning process with greater emphasis on socio-economically depressed regions and in alignment with the District Development Model. Programme 3 is achieved through the following sub-programmes:

Destination Planning and Investment Coordination: This sub-programme focuses on broader longer-term planning for destinations, precinct planning, shared design, etc. In terms of the investment area of work, the sub-programme supports investment promotion and facilitation of nationally prioritised projects - in support of provincial, municipal, community, and private sector initiatives. Key interventions in these areas of work are the implementation of the Budget Resort Concept and Brand, Management, and Promotion of a Pipeline of Nationally prioritised Tourism Investment Opportunities/Projects.

Destination Enhancement and Tourism Integration: This sub-programme seeks to enhance destinations by developing attractions that anchor such destinations, but that might not lend themselves to private sector investment, as well as integrating the work of the Department with that of other sectors, including arts and culture, sports and recreation. Key interventions in this area of work are the investment in the maintenance of state-owned assets, work in a world heritage site and the development of community-owned tourism assets to support inclusive economic growth, product diversification, and geographic spread.

Working for Tourism (WfT) is the Department's Expanded Public Works Programme (EPWP). The sub-programme provides the main source of funding for both infrastructure and skills development programmes. The cumulative output of both the skills development and infrastructure projects is to provide Work Opportunities in particular for youth, women, and people with disabilities.

5.12 Programme Resource Consideration: Programme 3

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	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	15,515	114,654	59,394	9,896	12,905	12,286	11,942
Tourism Enhancement	14,820	16,298	18,230	21,951	25,817	27,271	28,767
Destination Planning and Investment Coordination	20,559	20,850	22,892	28,633	31,424	34,518	37,380
Working for Tourism	376,601	375,383	311,096	336,053	297,655	327,883	343,650
Total	427,495	527,185	411,612	396,533	367,801	401,958	421,739
Economic classification							
Current payments	186,940	320,571	270,882	396,002	301,933	401,768	421,589
Compensation of employees	54,952	55,313	56,777	64,566	64,530	68,433	72,490
Goods and services	131,988	265,258	214,105	331,436	237,403	333,335	349,099
Agency and support/outsourced services	49,827	78,450	109,405	131,036	40,981	120,069	125,744
Property payments	40,500	122,323	23,568	49,031	29,690	30,877	32,329
Travel and subsistence	3,405	8,743	13,576	16,960	21,353	23,852	25,215
Training and development	31,233	42,493	44,722	129,778	129,998	143,584	150,346
Transfers and subsidies	89	54	147	10	-	-	-
Households	89	54	147	10	-	-	-
Payments for capital assets	240,463	206,444	140,525	519	65,868	190	150
Buildings and other fixed structures	240,143	206,256	139,940	-	65,450	-	-
Machinery and equipment	320	188	585	519	418	190	150
Payments for financial assets	3	116	58	2	-	-	-
Total	427,495	527,185	411,612	396,533	367,801	401,958	421,739

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

Destination Development has a budget allocation of R367.8 million for 2024/25 after absorbing a budget reduction of R48 million which has been placed on the Expanded Public Works Programme (EPWP) within the Working for Tourism sub-programme. After these budget reductions, a total amount of R297.7 million is allocated to the Working for Tourism sub-programme which represents 81 percent of the budget of the total programme. Working for Tourism consists of the Expanded Public Works Programme and Expanded Public Work Incentive Programme. R64.5 million is allocated to Compensation of Employees for the branch which represents 18 percent 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** manages and facilitates the efficient management and implementation of tourism sector human resource development initiatives
- **Enterprise Development and Transformation** manages and facilitates inclusive participation and sustainability in the tourism sector.
- **Tourism Visitor Services** manage and co-ordinate information integrity and facilitates accurate information for travelling.
- **Tourism Incentive Programme** manages the establishment of capital and non-capital tourism incentives to promote and encourage tourism development and growth.

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	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
Outcome: Increase the tourism sector's contribution to inclusive economic growth					
Sub-programme: Tourism Incentive Programme					
Output: Accelerate the transformation of the tourism sector through incentive programmes					
1. Number of incentive programmes implemented.	-	11 Adjudication meetings were held and 52 GTIP applications were approved.	One incentive programme implemented: Green Incentive Programme (GTIP) was implemented.	One incentive programme implemented: Implementation of the GTIP.	One incentive programme implemented: Green Incentive Programme (GTIP).
					One incentive programme implemented: Green Incentive Programme (GTIP).
					One incentive programme implemented: Green Incentive Programme (GTIP).
Output: Stimulate domestic tourism through implementation of awareness campaigns					
2. Number of Domestic Tourism Awareness campaigns implemented	Domestic Tourism Scheme was implemented as follows: - KwaZulu-Natal (10-11 November 2020) - Gauteng (5-6 March 2021) - North West (11-12 March 2021)	Domestic Tourism Scheme was implemented as follows: - Northern Cape: 24-25 November 2020 - Gauteng: 3-4 December 2021 and Limpopo on 7-8 March 2022	6 Domestic Tourism Awareness Campaigns implemented as follows: 4 May 2022 at Africa Travel Indaba ICC, Durban. 27 September 2022 at Overberg District	Four domestic tourism campaigns implemented: - Easter Campaign - World Tourism Day - Festive Summer - Cultural Event.	Four domestic tourism awareness campaigns implemented: - Social Tourism - Sports Tourism - Festive Season - Easter Season
					Domestic Tourism Campaign Implemented.
					Domestic Tourism Campaign Implemented.

Output Indicator	Annual Target					
	Audited/Actual Performance			Estimated Performance	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Western Cape (15 -16 March 2021)		- Municipality, WC. 21-23 November 2022 at Mbizana and Silaka Nature Reserve, EC. 9-10 February 2023 at Uniondale Game Farm, FS. 16-17 February 2023 at Mafikeng Museum, NW. 3-4 March 2023 at Riverstone Lodge, GP.			
Output: Implementation of initiatives to support tourism SMMEs						
3. Number of initiatives implemented to support tourism SMMEs.	Three incubators were fully implemented: 1. Manyeleti Tourism Incubator	Six out of seven elements of the incubation programme were implemented to support tourism SMMEs (Business	Incubation Programme was implemented to support tourism SMMEs through the following Incubators (Business	Two initiatives implemented: 1.Incubation programme implemented: • <i>Existing business</i>	Three initiatives implemented to support tourism SMMEs: 1. Business Incubation programme	Three initiatives implemented to support tourism SMMEs: 1. Business Incubation programme

Output Indicator	Annual Target				
	Audited/Actual Performance			MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
	2. Phalaborwa Tourism Incubator 3. Mier Tourism Incubator - MoA was signed with the implementing agent for Technology Innovation Incubator. - Recruitment of programme beneficiaries was finalised. - Diagnostic needs assessment was initiated. - The Call for Application was issued for Tour Operator Incubator. - Needs assessment for applications was finalised	support and development): - Manyeleti Incubator. - Phalaborwa Incubator. - Mier Incubator. - Tech Incubator. - Tour Operator incubator. - Food Services Incubator.	support and development): - Tech Incubator. - Tour Operator Incubator. - Food Services Incubator. - One Community-based Enterprises incubation programme.	incubators implemented : - Tourism Technology & Innovation Incubator. - Food Service Incubator. - Community-based Tourism Enterprises Incubator New business incubators established: - Business Advisory Services focusing on Women in Tourism in Limpopo - Business Advisory Services	implemented : - Community-based Tourism Enterprises Incubator. - Business Advisory Services focusing on Women in Tourism in Limpopo, - Business Advisory Services focusing on the Homestay Pilot Programme.
				2025/26 implemented : Business Advisory Services focusing on the Homestay Pilot Programme	2026/27

Output Indicator	Annual Target				
	Audited/Actual Performance		Estimated Performance	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
	and service provider was appointed.			focusing on Homestay Pilot Programme	
				Audit of Tourism Incubators across the country.	
-		-	-	-	2. 150 SMMEs provided with compliance and resilience support. 2. 200 SMMEs supported with compliance and resilience support. 2. 250 SMMEs supported with compliance and resilience support.
30 trained learners in Efficiency Cleaner Production Training.	-	-	-	Implement Resource Efficiency Cleaner Production (RECP) Training and Business Support Programme.	3. RECP Training and Business Support Programme implemented. 3. RECP Training and Business Support Programme implemented. 3. RECP Training and Business Support Programme implemented.

Output Indicator	Annual Target				
	Audited/Actual Performance			MTEF Period	
	2020/21	2021/22	2022/23	Estimated Performance	
Output: Implementation of programmes to enhance visitor service and experiences					
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: - Northern Cape Province - Limpopo Province	Four programmes implemented: Service Excellence Standard (SANS 1197) incorporating the Tourism Norms and Standards was implemented: with focus on: Small Towns and Tourism Product support.	Three programmes implemented: Implement Service Excellence Standard (SANS 1197) with focus on: Small towns and Tourism product support.	Three programmes implemented: 1. Implement Service Excellence Standard (SANS 1197) with a focus on identified Service Excellence improvement initiatives and structured support.

Output Indicator	Annual Target				MTEF Period			
	Audited/Actual Performance		Estimated Performance					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
-		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.	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 SANParks and iSimangaliso.	Implementation of the Tourism Monitors in all provinces including SANBI and iSimangaliso.	2. Implementation of the Tourism Monitors Programme in all provinces including the following entities: - SANBI Gardens - iSimangaliso Wetland Park - ACSA Managed Airports - Ezemvelo Nature Reserve	2. Implementation of the Tourism Monitors Programme in all provinces	2. Implementation of the Tourism Monitors Programme in all provinces	
-		-	Six tourist safety awareness campaigns sessions were conducted as follows: EC Awareness Campaign (Mthatha - 12 April 2022; Lusikisiki (Mbotyi), Port St	Joint tourist safety awareness sessions conducted.	3. Joint tourist safety awareness sessions conducted	3. Joint tourist safety awareness sessions conducted	3. Joint tourist safety awareness sessions conducted	

Output Indicator	Audited/Actual Performance					Annual Target		MTEF Period	
						Estimated Performance			
	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26	2026/27
Output: Enhance skills in the Tourism sector									
5. Number of capacity building programmes implemented	Five capacity building programmes implemented.	Ten capacity building programmes implemented	Four capacity building programmes implemented:	Five capacity building programmes implemented:					
	-	-	Training and placement of 2517 retrenched and unemployed youth on various skills development programmes were conducted. The youth were enrolled in the following programmes: • Food and Beverage. • Professional Cookery. • Food Safety Quality Assurers. • Wine Service Training. • Hospitality Youth Training	1. 2500 unemployed youth trained on norms and standards for safe tourism operations.	1. 2700 unemployed youth trained on norms and standards for safe tourism operations.	1. 2000 unemployed youth trained on norms and standards for safe tourism operations.	1. 2000 unemployed youth trained on norms and standards for safe tourism operations.		

Output Indicator	Annual Target				
	Audited/Actual Performance		Estimated Performance	MTEF Period	
	2020/21	2021/22	2022/23	2023/24	2024/25
-		249 SMMEs were trained on norms and standards for safe tourism operations in all nine provinces targeting Villages, Townships, and Small Towns.	571 SMMEs trained on norms and standards for safe tourism operations in all nine provinces. Programme (Fast Food).	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.	NTCE was hosted on 30 September – 2 October 2022 at the Johannesburg Expo Centre, Nasrec.	3. NTCE 2023 hosted.	3. NTCE 2024 hosted.
-		Thirty Chefs were supported through the Recognition of Prior Learning process for a qualification in line with the project plan.	30 Chefs were enrolled in an RPL process to obtain a professional qualification or designation in line with the project plan. All 30 Chefs were found competent	4. 50 Chefs undergo an RPL process	4. 50 Chefs undergo an RPL process.
				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.
				3. NTCE 2023 hosted.	3. NTCE 2025 hosted.
				4. 50 Chefs undergo an RPL process	4. 50 Chefs undergo an RPL process.
				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.
				3. NTCE 2024 hosted.	3. NTCE 2026 hosted.
				4. 50 Chefs undergo an RPL process	4. 50 Chefs undergo an RPL process.

Output Indicator	Annual Target						
	Audited/Actual Performance			Estimated Performance	MTEF Period		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			and received their NQF level 5 Chef Occupational Certificate for the graduation ceremony held on 24 February 2023.				
-	-		2517 unemployed and retrenched youth trained on norms and standards for safe tourism operations in all nine provinces.	5. 1500 unemployed youth trained on identified skills development programmes.	5. 450 unemployed youth trained on identified skills development programmes.	5. 500 unemployed youth trained on identified skills development programmes.	5. 500 unemployed youth trained on identified skills development programmes.

Table 8: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of incentive programmes implemented.	One incentive programme implemented: Green Tourism Incentive Programme (GTIP).	Report on implementation progress for one incentive programme (GTIP) for the quarter submitted.	Report on implementation progress for one incentive programme (GTIP) for the quarter submitted.	Report on implementation progress for one incentive programme (GTIP) for the quarter submitted.	Report on implementation progress for one incentive programme (GTIP) for the quarter submitted.
2. Number of Domestic Tourism Awareness campaigns implemented.	Four Domestic Tourism Awareness Campaigns implemented: - Social Tourism - Sports Tourism - Festive Season - Easter Season	- Concept document for the implementation of the four Domestic Tourism Awareness campaigns developed. - Social Tourism campaign Implemented	Sports Campaign implemented	Festive Tourism Implemented	Easter campaign Implemented
3. Number of initiatives implemented to support tourism SMMEs.	Three initiatives implemented to support tourism SMMEs: Business Incubation programme implemented: - Community-based Tourism Enterprises Incubator	Business Support and Development Incubation Programme implemented through: - Community-based Tourism Enterprises Incubator. - Business Advisory Services focusing on Women in Tourism in	Business Support and Development Incubation Programme implemented through: - Community-based Tourism Enterprises Incubator. - Business Advisory Services focusing on Women in	Business Support and Development Incubation Programme implemented through: - Community-based Tourism Enterprises Incubator. - Business Advisory Services focusing on	Business Support and Development Incubation Programme implemented through: - Community-based Tourism Enterprises Incubator. - Business Advisory Services focusing on

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
4. Number of programmes implemented to enhance visitor service and experiences.	ii. Business Advisory Services focusing on Women in Tourism in Limpopo	Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape.	Tourism in Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape.	Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape.	Women in Tourism in Limpopo implemented. • Business Advisory Services focusing on Homestay Pilot Programme implemented in Eastern Cape.
	iii. Business Advisory Services focusing on Homestay Pilot Programme in Eastern Cape.				
	2. 150 SMMEs supported with compliance and resilience support	Demand analysis for support required.	Matching with SMMEs and contracting.	Implementation of compliance and resilience support provided to 150 SMMEs.	Compliance and resilience support provided to 150 SMMEs and annual report developed.
	3. Resource Efficiency Cleaner Production and (RECP) Training and Business Support Programme implemented	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented.	RECP Training and Business Support Programme implemented and annual report developed.
4. Number of programmes implemented to enhance visitor service and experiences.	Three programmes implemented:				
	- Implementation of Service Excellence Standard (SANS: 1197) with a focus on: - Small Towns - Tourism product support.	Stakeholder consultation with the Provincial Tourism Office, Municipality and Tourism Stakeholders	Capacity building Provincial Office, Municipality, and Tourism Stakeholders conducted.	Service needs analysis and assessment conducted for tourism service providers and municipality.	Report on the implementation of the Service Excellence Standard (SANS:1197) focusing on Small Towns and Tourism product support.

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
5. Number of capacity-building programmes implemented.	Implementation of the Tourism Monitors Programme in all provinces including the following entities: • SANBI Gardens • iSimangaliso Wetland Park • ACSA Managed Airports • Ezemvelo Nature Reserve	Report on the implementation of the Tourism Monitors Programme, including entities, developed.	Report on the implementation of the Tourism Monitors Programme, including entities, developed.	Report on the implementation of the Tourism Monitors Programme, including entities, developed.	Report on the implementation of the Tourism Monitors Programme including: • SANBI Gardens • iSimangaliso Wetland Park • ACSA Managed Airports • Ezemvelo Nature Reserve
	3. Joint tourist safety Campaigns sessions conducted.	- Joint tourist safety awareness sessions conducted. - Report on the session developed.	- Joint tourist safety awareness sessions conducted. - Report on the session developed.	- Joint tourist safety awareness sessions conducted. - Report on the session developed.	- Joint tourist safety awareness sessions conducted. - Report on the joint tourist safety awareness sessions session developed.
	Five capacity-building programmes implemented: 1. 2700 unemployed youth trained on norms and standards for safe tourism operations.	675 unemployed youth trained on norms and standards for safe tourism operations.	675 unemployed youth trained on norms and standards for safe tourism operations.	675 unemployed youth trained on norms and standards for safe tourism operations.	675 unemployed youth trained on norms and standards for safe tourism operations. - Annual report compiled for the training of 2700 unemployed youth on norms and standards

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
					for safe tourism operations.
	2. 250 SMMEs trained on norms and standards for safe tourism operations in all nine provinces.	Project plan for training of 250 SMMEs developed.	Recruitment and selection of SMMEs undertaken.	Training of 125 SMMEs on the norms and standards for safe tourism operations in five provinces.	- Training of 125 SMMEs on the norms and standards for safe tourism operations in four provinces. - Report compiled on the 250 SMMEs trained on norms and standards for safe tourism operations in all 9 provinces.
	3. NTCE 2024 hosted.	Project Plan for hosting of NTCE 2024 developed.	NTCE 2024 Project Plan deliverables implemented.	- NTCE 2024 hosted. - Draft Close Out Report developed.	NTCE 2024 Close Out Report finalised.
	4. 50 Chefs undergo an RPL process.	Project Plan developed and approved 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 training for 50 Chefs for RPL process.

Output Indicator	Annual Target 2024/25	Quarterly Targets			
		Q1	Q2	Q3	Q4
	5. 450 unemployed youth trained on various skills development programmes.	Training delivery and placement of 240 unemployed youth with the host employers.	Training delivery and placement of 210 unemployed youth with the host employers.	Develop Document for the new skills development programmes.	• Concept Document for the evaluation of skills development programmes approved. • Annual report compiled for training and placement of 450 unemployed youth on various skills development programmes.

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 people with disabilities 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.

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 DTIC, the Tourism Transformation Council of South Africa developed the new transformation Code for the tourism sector in consultation with tourism stakeholders to de-racialise and advance economic transformation in the sector. The performance is to deliver needs-based enterprise development support programmes that will strengthen the sustainability of rural-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 of catalysts for economic development, attracting inbound and domestic tourists, improving destinations, encouraging municipal development, attracting investment, and brand improvement and positioning.

In 2024/25, the Department will pilot the use of events and festivals to expand township and rural tourism to support the sustained revitalization of affordable and accessible domestic travel and tourism. The performance aims to create capacity among youth in the country who would be upskilled in the promotion of energy efficiency, water-use efficiency, and proper waste management in the tourism sector.

Visitor services are key to domestic and international travel as they seek to ensure information integrity and facilitate 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, brochures, and Visitor Information Centres). When travellers visit a country, they need 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.

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. The 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 previously disadvantaged communities, including exciting them to take up careers in travel and hospitality.

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 GTP. 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.

5.16 Programme Resource Consideration: Programme 4

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised estimate R'000	Revised baseline R'000	Revised baseline R'000	Revised baseline R'000
Sub-programmes							
Tourism Sector Support Services Management	6,143	4,259	4,538	8,390	11,353	11,964	12,563
Tourism Human Resource Development	18,605	27,064	32,479	31,368	33,065	34,917	36,844
Enterprise Development and Transformation	41,716	37,362	38,180	45,550	53,308	56,274	59,268
Tourism Visitor Services	22,147	23,439	28,402	27,678	28,886	30,579	32,333
Tourism Incentive Programme	106,795	271,414	239,925	242,702	191,445	197,063	208,175
Total	195,406	363,538	343,524	355,688	318,057	330,797	349,183
Economic classification							
Current payments	123,950	97,818	112,254	124,089	140,662	148,920	157,100
Compensation of employees	71,599	74,665	80,235	88,079	91,025	96,527	102,243
Goods and services	52,351	23,153	32,019	36,010	49,637	52,393	54,857
Catering: Departmental activities	915	1,509	1,172	2,738	1,390	1,246	1,303
Consultants: Business and advisory services	10,386	10,066	5,627	6,006	12,037	11,784	12,339
Agency and support/outsourced services	34	21	81	1,943	169	178	186
Travel and subsistence	1,579	4,961	12,314	12,808	16,063	18,125	18,984
Training and development	7,156	2,012	5,012	6,897	8,353	9,375	9,816
Venues and facilities	3,335	1,508	2,646	1,592	2,752	2,390	2,502
Transfers and subsidies	71,189	265,349	229,906	230,594	177,150	181,877	192,083
Departmental agencies and accounts	3,000	264,918	94,718	4,425	4,624	4,831	5,058
Public corporations and private enterprises	50,523	-	134,742	225,692	172,067	176,566	186,522
Non-profit institutions	-	431	443	439	459	480	503
Households	17,666	-	3	38	-	-	-
Payments for capital assets	265	355	703	1,000	245	-	-
Machinery and equipment	265	355	703	1,000	245	-	-
Payments for financial assets	2	16	661	5	-	-	-
Total	195,406	363,538	343,524	355,688	318,057	330,797	349,183

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

Tourism Sector Support Services has a budget allocation of R318.1 million for 2024/25 after absorbing a budget reduction of R67.8 million placed on the Tourism Incentive Programme (TIP). After this budget reduction, the TIP has been allocated a budget of R191 million. Projects within the TIP include tourism transformation through the TEF, and green tourism projects. The Compensation of Employees represents 29 per cent of the branch's total allocation amounting to R91 million for the financial year.

6. UPDATED KEY RISKS AND MITIGATIONS

Table 9: Updated Key Risks

OUTCOMES	RISK NO.	KEY RISKS	RISK MITIGATIONS
Increase the tourism sector's contribution to inclusive economic growth.	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. • Implement the Climate Change Communication Strategy.
	SR 4	Misinformation and disinformation impacting on the brand of the destination.	Finalise a detailed risk assessment and develop a response.
	SR 5	Inadequate maintenance of tourism infrastructure.	• Identify the tourism infrastructure maintenance needs. • Implement the tourism maintenance programme in state-owned assets.

7. PUBLIC ENTITY

Table 10: Public Entities

Name of Public Entity	Mandate	Outcomes
South African Tourism (SA Tourism).	Chapter 3 of the Tourism Act, 2014 stipulates the following as the functions of the SA Tourism Board: • Market South Africa as a domestic and international tourist destination. • Market SA Tourism products and facilities internationally and domestically. • Develop and implement a marketing strategy for tourism that promotes the objectives of the Act and the NTSS. • Advise the Minister on any other matter relating to tourism marketing. • With the approval of the Minister, establish a National Conventions Bureau to market South Africa as a business tourism destination by: ○ Coordinating bidding for international conventions; ○ Liaising with other organs of state and suitable bodies to promote South Africa as a destination for business events; and ○ Reporting to the Minister on the work performance of the National Conventions Bureau. Additionally, the Minister assigned, in terms of section 44 of the Tourism Act, 2014, the implementation and management of the National Grading System for Tourism to the Board.	• Increase the tourism sector's contribution to inclusive economic growth. • Achieve good corporate and cooperative governance.

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	Twenty-two Community-based Tourism Projects implemented in various parts of the country ⁶ .	Destination Enhancement and Working for Tourism.	Implementation of Twenty-two (22) Community-based Tourism Projects.	Monitoring of Implementation of Twenty-two (22) Community-based Tourism Projects.	November 2020	Each project has its estimated completion date	R547 133 004.25	R 407 223 571.30 (Note: As these are multi-year projects, both the funding and the implementation will be managed over multiple financial years).

⁶ **LP:** Vha Tsonga, Phiphidi Waterfall, Oaks Lodge, Ngove, Matsila Lodge, Nandoni Dam, Royal Khalanga Lodge, Mtititi Game Lodge; Tisane, Mapate Social Recreation, Tshathogwe Game Farm; **FS:** Vredefort Dome, Qwa Qwa Guest House, **NW:** Manyane Lodge, Lehurutshe Bird and Trophy Hunting; **NC:** Platfontein Lodge, Kamiesburg; **KZN:** Muzi Pan, **EC:** Qatywa Lodge Conferencing/accommodation, Mthonsi Lodge, **MP:** Numbi Gate (Nkambeni), Numbi Gate (Mdluli),

Table 12: Breakdown of the 19 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.	Vha Tsonga	Limpopo	- Construction of the cultural village. - Design development stage.	Will be available after procurement is complete.	Will be available after procurement is complete.	Will be available after procurement is complete.	R14 145 825.00
2.	Phiphidi Waterfall	Limpopo	- Refurbishment of accommodation facilities. - Procurement stage evaluation completed.	2023-09-08	2024-07-08	R36 173 925,12	R27 068 450.00
3.	Oaks Lodge	Limpopo	- Refurbishment of accommodation facilities. - Works stage.	2023-03-07	2024-05-07	R25 807 207.29	R20 168 450.00
4.	Ngove	Limpopo	- Demolish & extend existing accommodation facilities. - Works stage.	2023-06-19	2024-05-19	R29 988 483.30	R24 968 450.00
5.	Vredefort Dome	Free State	- Completion of outstanding works on the dome facility. - Works stage.	2022-10-17	2024-07-02	R24 160 892.96	R18 635 000.00
6.	Manyane Lodge	North West	- Refurbishment of accommodation facilities. - Procurement – re-tender to be advertised.	2023-11-13	2024-10-14	R25 547 872.35	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
7.	Matsila Lodge	Limpopo	- Construction of accommodation facilities, restaurants and internal roads. - Construction stage.	2023-01-25	2023-12-14	R42 634 607,81	R16 634 607,81
8.	Platfontein Lodge	Northern Cape	- Construction/refurbishment of accommodation facilities. - Concept stage - further specialist studies required.	Will be available after contractor procurement is complete.	Will be available after contractor procurement is complete.	Will be available after contractor procurement is complete.	R662 323.42
9.	Kamiesburg	Northern Cape	- Refurbishment / Re-construction of existing accommodation facilities. - Design Development Stage.	Will be available after contractor procurement is complete.	Will be available after contractor procurement is complete.	Will be available after contractor procurement is complete.	R1 048 293.72
10.	Muzi Pan	KwaZulu-Natal	- Construction/refurbishment of accommodation facilities. - Procurement stage.	2023-11-15	2024-06-13	R21 694 965.56	R19 761 500.00
11.	Lehurutshe Bird and Trophy Hunting	North West	- Refurbishment of accommodation facilities. - Design Development stage.	2023-10-03	2024-05-03	R27 945 605,33	R23 505 400.00
12.	Qatywa Lodge Conferencing/accommodation	Eastern Cape	- Construction of accommodation facilities. - Works stage.	2023-01-16	2024-08-30	R32 802 163.00	R27 630 000.00

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
13.	Numbi Gate (Nkambeni)	Mpumalanga	- Construction of a new Community Centre – outdoor tourism activities. - Procurement - Contact or appointment being finalised.	2023-04-26	2024-12-15	R21 470 289.67	R14 506 400.00
14.	Numbi Gate (Mdluli)	Mpumalanga	- Construction of a new Cultural Centre. - Procurement - Contact or appointment being finalised.	2023-04-26	2024-06-26	R29 872 941.65	R 26 486 000.00
15.	Nandoni Dam	Limpopo	- Construction of accommodation facilities. - Concept Stage.	2023-09-08	2024-08-08	R38 618 119.76	R2 8780 600.00
16.	Royal Khalanga Lodge	Limpopo	- Upgrade/ refurbishment of the kitchen and dining area of the existing facility. - Procurement – contractor appointment being finalised.	2023-04-25	2024-06-25	R15 294 695.82	R10 200 000.00
17.	Tisane	Limpopo	- Refurbishment of accommodation facilities and completion of restaurant. - Construction stage.	2023-01-25	2024-04-19	R32 196 620,80	R15 163 030.00

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
18.	Mtiti Lodge Game	Limpopo	- Construction of accommodation facilities and restaurants. - Construction stage.	2023-09-07	2024-06-30.	R27 637 827,96	R16 300 400.00
19.	Qwa Qwa Guest House	Free State	Construction of accommodation. Construction stage.	2022-09-17	2024-05-30	R24 389 533,78	R19 500 645.00
20.	Mthonsi Lodge	Eastern Cape	- Construction of accommodation facilities. - Construction stage.	2023-11-14.	2024-04-09.	R37 212 134.09	R28,656,889.18
21.	Mapate Social Recreation	Limpopo	- Construction of restaurant, swimming pool, kid's area, braai facilities, museum, ablution blocks, lapa area, camping site with kitchen and parking. - Construction stage.	2022-06-09	2024-05-29	R27 193 620,94	R18 800 000.00
22.	Tshathogwe Game Farm	Limpopo	- Construction of accommodation facilities. - Construction stage.	2022-09-09	2024-05-14.	R26 491 497,06	R15 500 000.00

9. PUBLIC PRIVATE PARTNERSHIP

None.

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1: ADMINISTRATION

1. Sub-Programme: Financial Management

Indicator Title	1. Audit outcome on financial statements and non-financial performance information
Definition	Measures and tests the reliability and usefulness of financial and non-financial performance information.
Source of data	Auditor-General's Report.
Method of Calculation / Assessment	Application of audit procedures by the AGSA on financial and non-financial performance information.
Means of verification	Final Management Report issued by the AGSA.
Assumptions	Effective audit procedures by AGSA for conducting audits.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Corporate Management and Chief Financial Officer.

Indicator Title	2. Percentage procurement of goods and services from SMMEs
Definition	Measures percentage expenditure from compliant SMMEs.
Source of data	LOGIS and BAS system and Central Supplier Database (CSD).
Method of Calculation / Assessment	Expenditure on procurement from compliant SMMEs as a proportion of total Departmental expenditure.
Means of verification	Reports from CFO with evidence.
Assumptions	Procurement from government institutions, public entity, and transversal contracts is excluded.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	Chief Financial Officer.

Indicator Title	3. Percentage of compliant invoices paid within prescribed timeframes
Definition	Measures the percentage of compliant invoices paid within 30 days to suppliers of goods and services
Source of data	BAS.
Method of Calculation / Assessment	Invoices: Number of days taken to process payment for valid invoices received. Mandatory Payment: payments made to relevant bodies in line with prescripts.
Means of verification	Reports from OCFO with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	Chief Financial Officer.

Indicator Title	4. Percentage of procurement spend from women-owned businesses
Definition	Measures percentage procurement from women-owned businesses
Source of data	Logis System, BAS System, and Central Supplier Database
Method of Calculation / Assessment	Percentage procurement from women-owned businesses as a proportion of total Departmental procurement
Means of verification	Reports from OCFO with relevant evidence
Assumptions	Exclusion of Procurement from Government institutions, Entities, and Transversal Contracts (e.g. SITA, NT).
Disaggregation of Beneficiaries (where applicable)	Disaggregated information for women
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Performance higher than target is acceptable
Indicator Responsibility	Chief Financial Officer.

2. Sub-Programme: Strategy and Systems

Indicator Title	5. Number of public entity oversight reports 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 the 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	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Corporate Management.

3. Sub-Programme: Human Recourse Management and Development

Indicator Title	6. Percentage of Vacancy rate.
Definition	Measures the percentage of vacant posts as a proportion of funded posts.
Source of data	PERSAL System.
Method of Calculation / Assessment	Percentage of vacant posts as a proportion of funded posts (Number of funded vacant posts / total funded establishment = vacancy rate).
Means of verification	Vacancy rate report from the PERSAL system.
Assumptions	Reliability and availability of PERSAL reports.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired performance	Vacancy rate below specified percentage.
Indicator Responsibility	DDG: Corporate Management.

Indicator Title	7. Percentage of compliance with Departmental Employment Equity Targets.
Definition	Measures: - Percentage of women representation in the Senior Management Service; - Percentage representation of persons with disabilities as a proportion of the filled posts;
Source of data	PERSAL System.
Method of Calculation / Assessment	Proportional representation of prioritised categories against funded posts
Means of verification	EE Report with evidence.
Assumptions	Reliability and availability of PERSAL reports.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Corporate Management.

Indicator Title	8. Percentage of Workplace Skills Plan (WSP) implemented.
Definition	Measures the percentage implementation of interventions on the WSP
Source of data	Progress report from HRD Unit.
Method of Calculation / Assessment	Percentage of interventions implemented against the total planned for the year.
Means of verification	Quarterly Training report with evidence.
Assumptions	Reliability of reports
Disaggregation of Beneficiaries (where applicable)	- Target for women: 50%. - Target for youth: 5% of the establishment (internship programme).
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly
Desired performance	Performance lower than stated targets is not acceptable.
Indicator Responsibility	DDG: Corporate Management.

4. Sub-Programme: Internal Audit

Indicator Title	9. Percentage implementation of the Annual Internal Audit Plan
Definition	Measures percentage implementation of internal audit activities against the approved Internal Audit Plan.
Source of data	Progress report from Internal Audit Unit.
Method of Calculation / Assessment	Number of issued reports as per the approved internal audit plan.
Means of verification	- Finalised internal audit reports issued to the Accounting Officer. - Progress Report against the internal audit plan presented to Audit Committee quarterly meetings.
Assumptions	Provision of reasonable assurance on the accuracy, completeness, and reliability of the reported Performance information based on credible data sources.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance lower than stated targets is not acceptable.
Indicator Responsibility	Director: Internal Audit.

PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

1. Sub-Programme: Research and Knowledge Management

Indicator Title	1. Number of monitoring and evaluation reports on tourism projects developed
Definition	Measures the number of monitoring and evaluation reports produced to inform planning and decision-making.
Source of data	Reports from the M&E unit
Method of Calculation / Assessment	Simple count.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the sources of data.
Disaggregation of Beneficiaries (where applicable)	• Women • Youth • People with disability • Other groups
Spatial Transformation (where applicable)	• Disaggregation by province. • Impact evaluation by province where relevant.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is desirable.
Indicator Responsibility	DDG: Tourism Research, Policy and International Relations.

Indicator Title	2. Number of knowledge systems developed and maintained
Definition	Measures the number of information and knowledge systems developed for tourism.
Source of data	Reports from the Knowledge Management Unit.
Method of Calculation / Assessment	Simple count - number of information and knowledge systems developed for tourism.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is desirable.
Indicator Responsibility	DDG: Tourism Research, Policy and International Relations.

2. Sub-Programme: International Relations and Cooperation

Indicator Title	3. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral and other groupings
Definition	Measures the number of fora prioritised to advance South Africa's tourism interests at regional, continental, and global levels through multilateral other groupings
Source of data	Reports from the Unit.
Method of Calculation / Assessment	Simple count - number of fora prioritised to advance South Africa's tourism interests.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is desirable.
Indicator Responsibility	DDG: Tourism Research, Policy, and International Relations.

Indicator Title	4. Sharing of Best Practices Workshop hosted.
Definition	Assesses whether the Sharing of Best Practices workshop is hosted.
Source of data	Reports from the IRC unit.
Method of Calculation / Assessment	Qualitative
Means of verification	Reports from the unit with evidence
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is desirable
Indicator Responsibility	DDG: Tourism Research, Policy and International Relations.

Indicator Title	5. Number of outreach programmes with the diplomatic community implemented.
Definition	Measures the number of outreach programmes to the diplomatic community implemented.
Source of data	Reports from the IRC unit.
Method of Calculation / Assessment	Simple count - number of outreach 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)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is desirable
Indicator Responsibility	DDG: Tourism Research, Policy and International Relations.

PROGRAMME 3: DESTINATION DEVELOPMENT

1. Sub-Programme: Destination Planning and Investment Coordination

Indicator Title	1. Number of destination planning and investment coordination initiatives undertaken.
Definition	Measures the number of destination planning and investment coordination initiatives implemented.
Source of data	Reports from the Unit.
Method of Calculation / Assessment	Simple count - number of destination planning and investment coordination initiatives undertaken.
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 (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Destination Development

2. Sub-Programme: Tourism Enhancement

Indicator Title	2. Number of destination enhancement initiatives supported
Definition	Measures the number of destination enhancement initiatives implemented in the medium term.
Source of data	Reports from the Unit.
Method of Calculation / Assessment	Simple count - number of destination enhancement initiatives supported.
Means of verification	Reports from the unit with supporting evidence.
Assumptions	Reliability of reports with supporting evidence 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 (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Destination Development

3. Sub-Programme: Working for Tourism

Indicator Title	3. Number of work opportunities created through Working for Tourism projects.
Definition	Measures the number of jobs created through the Department's Working for Tourism Programme.
Source of data	Reports from the Unit.
Method of Calculation / Assessment	The calculation of work opportunities and FTEs is in accordance with a formula supplied by the Department of Public Works and Infrastructure.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Provide disaggregated data for youth, gender, and PWDs.
Spatial Transformation (where applicable)	Spatial distribution can be provided for specific projects.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly.
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Destination Development

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

1. Sub-Programme: Tourism Incentive Programme

Indicator Title	1. Number of incentive programmes implemented.
Definition	Measures the number of specific incentives implemented as part of the overall Tourism Incentive Programme.
Source of data	Reports from the unit
Method of Calculation / Assessment	Simple count - number of incentive programmes implemented.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit
Disaggregation of Beneficiaries (where applicable)	Yes, in terms of gender, ownership, and transformation status.
Spatial Transformation (where applicable)	Yes, in terms of the geographic spread of beneficiaries.
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Performance lower than the target is not acceptable
Indicator Responsibility	DDG: Tourism Sector Support Services.

2. Sub-Programme: Enterprise Development and Transformation

Indicator Title	2. Number of Domestic Tourism Awareness Programmes implemented.
Definition	Measures the number of programmes implemented to stimulate domestic tourism.
Source of data	Reports from the 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 (year-end)
Reporting Cycle	Quarterly.
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Tourism Sector Support Services

3. Sub-Programme: Tourism Visitor Services

Indicator Title	3. Number of initiatives implemented to support tourism SMMEs.
Definition	Measures the number of initiatives implemented to support SMMEs in the tourism sector.
Source of data	Reports from the Enterprise Development unit
Method of Calculation / Assessment	Simple count - number of initiatives implemented to support tourism SMMEs.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Yes, in terms of gender, ownership, and transformation status.
Spatial Transformation (where applicable)	Spatial distribution can be provided for specific projects:
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than the target is acceptable.
Indicator Responsibility	DDG: Tourism Sector Support Services

Indicator Title	4. Number of programmes implemented to enhance visitor service and experiences.
Definition	Measures the number of programmes implemented to enhance visitor service and experience.
Source of data	Reports from the Tourism Visitor Services unit
Method of Calculation / Assessment	Simple count - number of programmes implemented to enhance visitor service and experiences.
Means of verification	Reports from the Tourism Visitor Services Unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Spatial distribution can be provided for specific projects.
Calculation Type	Cumulative(year-end).
Reporting Cycle	Quarterly.
Desired performance	Performance higher than planned is desirable.
Indicator Responsibility	DDG: Tourism Sector Support Services

Indicator Title	5. Number of capacity building programmes implemented.
Definition	Measures the number of capacity-building programmes implemented.
Source of data	Reports from the Tourism Sector Human Resource Development unit.
Method of Calculation / Assessment	Simple count - number of capacity building programmes implemented.
Means of verification	Reports from the CD TSHRD Unit with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of Beneficiaries (where applicable)	Yes, in terms of gender, ownership, and transformation status.
Spatial Transformation (where applicable)	Spatial distribution can be provided for specific projects.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Performance higher than planned is desirable.
Indicator Responsibility	DDG: Tourism Sector Support Services