

SOUTH AFRICAN TOURISM

Implementation by South African Tourism of the BRRR Recommendations of FY2024/2025 of the Portfolio Committee on Tourism

02 June 2026



SOUTH AFRICAN TOURISM

CONTENTS

1	Background
2	Recommendations with the Department of Tourism & SA Tourism
3	Recommendations with regard to SA Tourism
4	Conclusion
5	Abbreviations and Acronyms

BACKGROUND

- The Department and its entity South African Tourism briefed the Portfolio Committee on Tourism on their Annual Performance Reports of 2024/2025 on 1 July 2025.
- The Budget Review and Recommendations Report (BRRR) was approved by the Committee on 28 October 2025.
- The Report was published in ATC No. 203 of 20 November 2025.
- The Report was subsequently published in the National Assembly Order Paper No. 30 of 30 November 2024.
- The Report was considered in the National Assembly and agreed to as per the Minutes No. 61 of the National Assembly dated 4 December 2025.

GOVERNANCE

8.2.29 It is recommended that the Minister of Tourism expedites the appointment of the new Board of South African Tourism, noting the Government Gazette Notice 3550 of 2025 calling for nominations of people to serve in the Board of South African Tourism, whilst being cognisant of the fact that the dissolved Board has applied for an urgent court interdict in the Gauteng High Court, to ensure that there are no delays emanating from litigations and non-compliance with legislation.

The call for nominations to the Board of South African Tourism Board opened on 10 October 2025. The call for nominations closed on 5 December 2025. Thereafter the formal appointment process commenced which included the panel establishment, shortlisting, interviews, due diligence and Ministerial selection for the Cabinet's consideration and support. The Minister will present the proposed Board to the Cabinet for its support within the First Quarter of FY26/27. Once support has been obtained from Cabinet, the new South African Tourism Board will be published in the Government Gazette and two national newspapers.

8.2.33 Ensure that the interim board provides the Committee with consequence management report on the suspended Chief Executive Officer.

As and when the process is completed by the Board and shared with the Minister, thereafter the report can be made available.

8.2.38 Ascertain that the Board of South African Tourism implements the recommendations of the investigation report on the Material Irregularity incurred in 2021 on the Dome structure that was not delivered for the Dubai Expo, and reports to the Committee on a quarterly basis about progress in recovering the lost funds.

The disciplinary process currently underway is being handled by the South African Tourism Board.

Recommendations with regard to South African Tourism

HUMAN CAPITAL

8.2.30 It is recommended that the Minister of Tourism ensures that the Board of South African Tourism expedites filling all key vacant positions, including the Chief Financial Officer and the Chief Audit Executive, to ensure capacitation and stability in the financial and internal audit unit, respectively.

The key executive positions have been filled with candidates having commenced their duties.

- Chief Conventions Bureau Officer (CCBO), commenced 1 December 2025
- Chief Financial Officer (CFO), commenced 5 January 2026
- Chief Audit Executive (CAE), commenced 5 January 2026
- Chief Operations Officer (COO), commenced 4 May 2026
- Chief Marketing Officer (CMO), commenced 1 April 2026

8.2.32 Ensure that the disciplinary process for the suspended staff is prioritised so that the affected staff either return to their positions if cleared or are dismissed if found guilty to close all the acting positions at South African Tourism.

The Minister is responsible only for the disciplinary process of the CEO. All staff members below that is the responsibility of the CEO.

FINANCE AND AUDIT

8.2.31 Ensure that the Board of South African Tourism puts necessary and effective internal financial controls in place to assist with proper record keeping, doing daily and monthly reconciliations, compiling cashflow statements, complying with legal prescripts, and eventually being able to compile annual financial statements without material misstatements.

The Board of South African Tourism implemented comprehensive internal financial controls to strengthen record-keeping and compliance. These measures included monthly reconciliations, accurate preparation of cash flow statements, and adherence to compliance requirements. To improve the safekeeping of financial information, the entity adopted secure digital solutions for storing and managing records. Furthermore, a service provider was appointed to perform agreed-upon procedures for the review of the period ending December 2025, and Internal Audit conducted reviews to assess the effectiveness of controls and the readiness of Annual Financial Statement preparations before year-end. These actions collectively enhanced capability, reduced risks of material misstatements, and ensured statutory compliance.

8.2.34 Ensure that the Board of South African Tourism develops and fully implements an Audit Action Plan to rectify all the identified issues, thus improving audit outcomes in the subsequent financial years.

An Audit Action Plan has been developed. Action items are closed as speedily as possible with other items requiring an ongoing effort to rectify. South African Tourism is confident of an improvement in audit outcomes going forward.

8.2.35 Encourage the Board of South African Tourism to provide a capacity building programme for the staff in the finance management unit of the Entity to assist with legal compliance in compiling credible annual financial statements without material misstatements.

The Finance Management Business Unit has been strengthened through capacity-building initiatives to improve compliance and the quality of Annual Financial Statements. Management conducted workshops for finance officials on legal requirements and best practices, while the Board addressed capacity constraints by filling key positions, including the Chief Financial Officer and Budget Reporting roles. Additionally, a service provider was appointed to perform agreed-upon procedures for the review of the period ending December 2025, and Internal Audit assessed the work completed by finance to evaluate control effectiveness and AFS preparation before year-end. These measures collectively enhanced capability, reduced risks of material misstatements, and ensured statutory compliance.

Learning and Development sourced GRAP training for the Finance Business Unit which was conducted in Q4 of FY25/26. Further Finance training is to be implemented in Q2 of FY26/7.

In addition to the appointment of the CFO, South African Tourism has appointed a Financial Reporting and Budgeting Manager. The Financial Reporting and Budgeting Manager holds a Bachelor of Commerce (Honours) in Accounting, a Bachelor of Commerce in Accounting and she is a Chartered Accountant (SA); she brings extensive experience in financial management, auditing and compliance across both the public and private sectors with extensive experience overseeing financial operations, cost control and procurement compliance, coupled with experience in managing high-profile audits and fraud risk assessments at the Auditor-General of South Africa.

8.2.39 Confirm that the Board of South African Tourism receives the contributions of the TOMSA Levy through the Tourism Business Council of South Africa (TBCSA), honouring the Memorandum of Agreement between the Entity and TBCSA.

According to the MOA between South African Tourism and the TBCSA, South African Tourism must obtain an unqualified audit result to receive transfer of the TOMSA Levy.

A “joint marketing fund” exists between the parties and to use the funds, a mutually agreed joint marketing plan must be established. Accordingly, South African Tourism has been collaborating on a Joint Marketing Plan with the TBCSA. Immediate priorities of the joint plan include collaborating on the marketing of India and China markets, both of which have both been declining. Ultimately, SA Tourism will ensure that an unqualified audit is obtained.

8.2.40 Urgently convene a summit with the Tourism Business Council of South Africa and other industry bodies to address their governance concerns transparently and develop a joint plan to restore confidence and release the TOMSA Levy funds.

The Minister has met with the Tourism Business Council of South Africa and other industry bodies to address their governance concerns.

SUPPLY CHAIN

8.2.36 Ensure that the Entity follows legal bidding Supply Chain Management processes and properly constitutes bid specification and bid adjudication committees to prevent recurring errors in the bidding processes.

Bid Specification Committees (BSCs) comprise qualified members who develop clear, compliant, and transparent specifications. The Supply Chain Management (SCM) unit conducts quarterly capacity-building workshops for all staff and, where necessary, seeks support from the National Treasury to facilitate these sessions. All SCM role players are expected to uphold the principles of fairness, equity, transparency, competitiveness, and cost-effectiveness to minimise recurring errors and reduce audit risks.

CORE MANDATE

8.2.37 Ensure that South African Tourism fully implements its core mandate of marketing South Africa domestically and abroad to improve on the key performance indicators of the sector such as international arrivals, domestic trips, job creation and contribution to the Gross Domestic Product of the country.

As part of our planning processes, South African Tourism reviews the MPIF (Marketing Prioritisation and Investment Framework) to ensure marketing investments are being made where the highest return on investment is possible.

The month of April 2026 recorded 989 329 tourist arrivals marking a 19,5% increase when compared to the same period last year. The total number of arrivals from January 2026 to April 2026 increased by 14,1% year-on-year, to 3 899 359. This is an additional 482 935 increase in international arrivals when compared to January-April 2025.

This increase is despite the ongoing conflict in the Middle East, which has led to global flight disruptions and ticket fare price increases.

MPIF

8.2.41 Given that the COVID-19 pandemic restrictions needed almost three years ago and that South Africa competitors have recovered beyond 2019 figures; SA Tourism should explore innovative ways to ensure the recovery of the sector.

For the period January to December 2025, South Africa received 10.5 million tourist arrivals which is the highest number of tourist arrivals on record.

CONCLUSION

- South African Tourism will ensure that continuous training initiatives are implemented to improve governance and strengthen internal controls.
- Strengthened internal controls will prevent recurring findings and limit new findings.

ABBREVIATIONS AND ACRONYMS

ACT	Announcements, Tablings and Committee Reports	EXPO	Exposition
AFS	Annual Financial Statements	FY	Financial Year
AI	Artificial Intelligence	GRAP	Generally Recognised Accounting Practice
BRRR	Budget Review Recommendations Report	MPIF	Market Prioritisation and Investment Framework
BSC	Bid Specification Committee	No	Number
CAE	Chief Audit Executive	Q	Quarter
CCBO	Chief Convention Bureau Officer	SA	South Africa/n
CEO	Chief Executive Officer	SCM	Supply Chain Management
CFO	Chief Financial Officer	TBCSA	Tourism Business Council Southern Africa
COO	Chief Operations Officer	TOMSA	Tourism Marketing South Africa
COVID-19	Coronavirus Disease 2019		

Thank you.



SOUTH AFRICAN TOURISM