Department of Tourism

ANNUAL PERFORMANCE PLAN

2021/2022 - 2023/2024

tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

2030 NDP

South Africa

SOUTH AFRICAN TOURISM

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LIST OF ACRONYMS AND ABBREVIATIONS

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
CATHSSETA	Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority
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
DDG	Deputy Director-General
DDM	District Development Model
DFIs	Development Finance Institutions
DPSA	Department of Public Service and Administration
EC	Eastern Cape Province
EE	Employment Equity
EDP	Executive Development Programme
EPWP	Expanded Public Works Programme
ERRP	Economic Reconstruction and Recovery Plan
FS	Free State Province
FTEs	Full-time equivalent
GDP	Gross Domestic Product
GP	Gauteng Province

GTIP	Green Tourism Incentive Programme
HRD	Human Resource Development
HYP	Hospitality Youth Programme
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
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MMS	Middle Management Services
MP	Mpumalanga Province
NC	Northern Cape Province
NDP	National Development Plan
NT	National Treasury
NTCE	National Tourism Careers Expo
NTIMS	National Tourism Information and Monitoring System
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
PFMA	Public Finance Management Act
PSC	Public Service Commission
PTCE	Provincial Tourism Careers Expos

PWD	People with Disabilities
RMC	Risk Management Committee
RPL	Recognition of Prior Learning
SADC	Southern African Development Community
SANBI	South African National Biodiversity Institute
SANParks	South African National Parks
SARB	South African Reserve Bank
SA Tourism	South African Tourism
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SOEs	State-Owned Enterprises
Stats SA	Statistics South Africa
STR	State of Tourism Report
TEF	Tourism Equity Fund
THRD	Tourism Human Resource Development
TID	Technical Indicator Description
TSRP	Tourism Sector Recovery Plan
UNISA	University of South Africa
UNWTO	United Nations World Tourism Organisation
WC	Western Cape Province
WHS	World Heritage Site
WiT	Women in Tourism
WSP	Workplace Skills Plan
WTTC	World Travel and Tourism Council

Foreword by the Minister

South Africa's quarterly economic performance in 2020 showed a strong correlation with the quarterly performance of the tourism sector. This relationship underscores the tourism sector's impact on the wider economy. The devastation of the tourism sector by the COVID-19 pandemic has been reflected on the poor performance of the wider South African economy for the year 2020.

Globally, during the height of the pandemic, last year, World Travel and Tourism Council (WTTC) estimated that 174 million Travel and Tourism jobs were at risk. However, as countries are getting better at managing the pandemic, the WTTC's latest analysis, shows an optimistic scenario that predicts the revival of as many as 111 million jobs which would still be 17% below 2019 figures, accounting for 54 million fewer jobs. This shows that there is optimism around the world that the tourism sector will recover very fast.

Locally, 92% of tourism businesses surveyed, in October 2020, through collaboration between IFC, Department of Tourism and TBCSA reported a more than 50% decline in revenues compared to October 2019, and 36% of businesses indicated a total loss of revenue. With regard to forward bookings, 78% of business reported forward bookings held in October 2020 are at least 50% less than bookings held in October 2019, and 23% had no booking. On occupancy/customer use, 88% of businesses surveyed indicated that occupancy in October 2020 was down more than 50% compared to October 2019, and 38% indicated no occupancy.

This level of devastation necessitated a process of the collaboration of the Travel and Tourism public and private sector in developing a path to recovery. Accordingly, the broader South African tourism sector worked together to develop the Tourism Sector Recovery Plan (TSRP). It is aligned to the country's Economic Reconstruction and recovery (ERRP), in particular the ERRP's priorities of mass employment creation; infrastructure investment; green economy interventions; gender equality and the inclusion of women and youth; as well as skills development.

The TSRP seeks not only to return the tourism sector's performance to levels it reached before the outbreak of COVID-19, but also to place it on a long-term sustainable growth trajectory leveraging on South Africa's vast and diverse tourism potential. It is anchored on three interlinked pillars or strategic themes: protect and rejuvenate supply, re-igniting demand and strengthening enabling capability for long-term sustainability. It outlines specific interventions under each strategic theme, with timeframes and lines of accountability. These interventions will be implemented simultaneously taking into account the effects of the stop and start cycles that the sector will be expected to deal with at least in the short to medium term as the virus evolves bringing with it possible new waves and strains.

Simultaneous implementation of the interventions in the TSRP means that efforts to rejuvenate and protect the supply side will be undertaken jointly with efforts to ignite demand; locally, regionally and across the globe. Furthermore, interventions undertaken in the current period will also be deliberately targeted towards ensuring the long-term sustainability of the sector.

This Annual Performance Plan (APP) outlines amongst other things, how the interventions outlined in the TRSP are going to be implemented in the financial year 2021/2022. The Department will implement the publication of the Norms and Standards for the safe operations in the sector across the value chain to enable safe travel and rebuild traveller confidence. In addition, the department will encourage the adoption and monitor of the implementation of the Norms and Standards by businesses across the value chain.

The re-ignition of demand has to be met with sufficient supply. In this regard a correct product-pricing mix are a key to addressing both international and domestic demand. This includes the costs and availability of the transport enabler that allows tourists to get to and move within destinations. While South Africa has no shortage of tourism products, both public and private sector owners will have to consider how these products are packaged and priced for the domestic and regional consumer. In this connection the department established a pilot on the budget resort concept and brand is an initiative to meet the anticipated changes in domestic and regional demand. This initiative is the incorporation of prioritised initiatives from tourism masterplans into DDM Plans for various districts. The key risks related to this initiative pertain to the lack of stakeholder buy-in, resourcing and institutional arrangements.

The Department will intensify its efforts on resource and investment mobilisation efforts to support supply requirements of the COVID-19 era will continue. This support will be provided through investment promotion efforts for both existing (Brownfield) and new (Greenfield) projects. Project packaging is a key enabler for successful investment promotion efforts. The key risk at present is that there is high global demand for investors and this may hamper resource and investment mobilisation efforts.

These efforts will be bolstered by the implementation of the Tourism Equity Fund. The Tourism Equity Fund (TEF) is an equity acquisition fund that will be managed by SEFA on behalf of the Department of Tourism. The Department of Tourism intends to pilot the TEF in partnership with SEFA for an initial pilot phase period of 3 years with a view to promote the participation of Black enterprises within the tourism industry. TEF will be capitalised by the Department of Tourism to the value of R540 million over 3 years. This funding will be utilised as a capital injection by means of a grant contribution towards funding acquisitions and development and expansion projects by black tourism industrialists up to a maximum of R20 million per enterprise. This capital injection will be used to leverage at least 50% additional funding per transaction. The Fund will focus on the majority black owned (51%) and black management-controlled tourism enterprises.

A critical part of the recovery effort is to ensure that, while travel volumes have almost ground to a halt, the supply side of the sector is protected and rejuvenated. Tourism infrastructure development and maintenance works of products and attractions will create job and SMME opportunities, in compliance with the PFMA. There is substantial scope for labour intensive work through construction work and maintenance contracts to promote SMME development, Broad-Based Black Economic Empowerment (B-BBEE), involvement of women and youth, and local employment coupled with appropriate enterprise development. The programme measures the quality of product offerings, to enhance the visitor experience that will be implemented in the medium-term in order to improve destination competitiveness.

A key intervention to protect tourism supply is the implementation of a Tourism Infrastructure Maintenance Programme of state-owned assets. The planned initiative involves destination enhancement of South African tourism assets and infrastructure making South Africa a diverse and unique tourism destination. The focus is on diversifying and enhancing tourism product offerings, with specific reference to improving and upgrading experiences at key tourism sites such as at World Heritage Sites, National Heritage Sites, National Parks, Botanical Gardens, Indi-Atlantic Route, Rural/Township precincts.

Work is underway on the review of the tourism policy that will culminate in the development of a new policy framework that deliver efficient, effective and purpose-led support for sector growth and development. The review of the White Paper and other pieces of legislation will ensure that recent developments are taken into consideration.

I take this opportunity to appreciate the support I continue to receive from Deputy Minister Mahlalela. To the Director-General Mr Victor Tharage together with the Management and entire staff thank you for your continued hard work and dedication in ensuring that we serve the Republic with its people to our best ability; to all our stakeholders. thank you for your partnership.

Ms Mmamoloko Kubayi-Ngubane, MP

Minister of Tourism

Message by the Deputy Minister

The year 2021/2022 is to usher hope after we had been confronted with an unprecedented public health crisis that had and still has far-reaching social and economic consequences for the countries of the world. The hope is brought about by the glimpse of light that shone in the middle of quarter four of the 2020/21 FY, when our country was placed in COVID-19 alert level 1.

The pandemic has brought into sharper focus the fault lines of inequality, income deprivation, asset poverty, and lack of skills and economic opportunities amongst the majority of our people who happen to be the blacks in general and Africans in particular, of which women and the youth are the most affected. Though the pandemic continues unabated, it is important for us to remain committed to recovery of the industry and to preserve the tourism value chain through our targeted response, relief and recovery efforts, in line with government's Reconstruction and Recovery Plan.

As we begin the arduous task of recovery, we must ensure that this is also characterised by reconstruction that addresses the fundamental inequalities and exclusions that continue to characterize the tourism industry. Our concern about the impact the virus will have on our societies, our economies and our public health system, cannot deter us from smart planning to achieve the mandate given to our government by the communities.

As the sector begins to recover in the wake of COVID-19, government will undertake major actions to position the South African brand, and reignite the international demand in the face of challenges emanating from the scientific discovery of the 501Y.V2 COVID19 variant. Work will be done to drive the message that South Africa is a brand that provides a safe tourist experience, and is ready to deliver on expected quality for international and domestic tourists, through implementation of the norms and standards for safe tourism operations.

The COVID-19 pandemic has taught us to devise new ways of doing things since the prior methods could no more yield the results we are envisaging. Domestic tourism, as a driver for economic recovery will be elevated. More emphasis will be on developing our South African product that will attract both tourists and investors from within and abroad. The promotion of domestic tourism is the first step in reigniting the tourism economy. In particular, domestic tourism can act as an indicator of the health and security in travel destinations in preparation for the arrival of international visitors.

While strides to create a conducive environment for tourism business are recognised, challenges and threats could not be wished away. The challenge however is that the stop/start cycles the industry may be dealing with for some time, now and in the near future, are negatively influencing on domestic travel.

The hope of the world and the country lies in the government massive roll out vaccination programme meant to save lives of our people and to dramatically reduce infections across the population. The early and rapid deployment of the vaccine, including to frontline tourism workers, as proposed in the COVID-19 vaccine rollout plan, will be a game-changer in ensuring that travelers feel safe to travel again.

South Africa has grown to be a notable global competitor as a meetings and mega-events destination. The events industry hosts about one million delegates annually and 11.4% of foreign tourism expenditure was attributed to this industry in 2019.

The country remains an ideal destination for such a range of events because of pleasant climatic conditions, cities and towns are unique and full of character, and the infrastructure is equipped to handle the influx of visitors that love supporting the festivities. We shall pursue opportunities to harness the potential for growth afforded by the hosting of events as part of the tourism recovery and the overall development and transformation of the sector. The reopening of the tourism economy using the hosting of significant events, therefore presents a unique opportunity to rethink or reposition the destination, and rejuvenate our position as an events destination.

As government mobilises all of the resources at its disposal to support economic recovery, we cannot lose sight of the need to support the resilience of our supply side and proceeding with our efforts to strengthen the local government infrastructure and accelerate service delivery through the District Development Model (DDM). Responsible tourism is that which includes community-based tourism.

The sector will continue with the tourism skills development programme. This will be done by identifying learners from all the nine provinces. The plan is to enable geographic spread of employment and economic opportunities. Accordingly, it can be expected that the major beneficiaries of the reduced impact of the COVID-19 crisis on employment, because of the implementation of the Tourism Sector Recovery Plan, will be women, including rural women, young people and those living with disabilities.

In particular, we are focusing on upskilling small tourism enterprises that create jobs, offer authentic experiences and empower communities. Furthermore, people with disabilities shall also benefit in this regard with targeted initiatives such as the establishment of the Tourism Equity Fund (TEF). Transformation is not only a fundamental obligation enshrined in the country's Constitution. It is also imperative of our tourism industry to benefit from the creativity, talent, energy and skills of all South Africans.

We have successfully implemented some of our trailblazing skills programme like the Food Safety Quality Assurer Programme, Professional Cookery, Wine Service (Sommelier) Hospitality; Food and Beverage, inclusive of standard module on norms and standards for safe tourism operations.

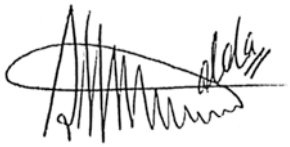
While there remains some uncertainty around the timeframes and the extent, to which traditional tourism trade platforms will reopen in the near future, the Department is looking at ways and means to re-introduce the revised Market Access Support Programme during the 2021/22 financial year.

To rebuild and strengthen trade relations with international buyers will be a critical element in the coming months, and supporting small tourism enterprises to participate in international trade platforms, will remain an important lever to support the recovery of the sector and stimulate inclusive growth.

The tourism sector will never be the same again, but we remain responsible for what will re-emerge of it. It is only through working together that we will achieve our goals and re-ignite our economy, not to what it was before COVID-19 visited our shore, but beyond, so that it can respond to all the challenges brought about by the pandemic. Our targets for 2021/22 are our contract with which we, as a Department, are inviting all the stakeholders to work together with us in ensuring that we collectively create a transformed, inclusive tourism economy. We have to decisively change the face of our tourism industry, and not by simply returning it to where it was before the pandemic. This means that, our task is not only to **build back better**, but to **build forward differently**.

Our Minister has done well in leading efforts towards doing all that is necessary for the tourism sector re-opening and recovery. Through her exemplary leadership, we all have taken note of the importance of keeping safe, and doing tourism in a safe way that assures all that we are ready for business.

A word of appreciation must also be conveyed to the Director-General, his management team, as well as to all Team Tourism, for all work done in planning the work of tourism for recovery after the devastating effects of COVID-19 pandemic.



Mr Fish Mahlalela, MP

Deputy Minister of Tourism

Statement by the Accounting Officer

Prior to the outbreak of the COVID-19 pandemic, the South African tourism sector's contribution to economic output and employment had been flat on pre-2008 financial crisis levels. In addition, the global tourism growth had outstripped local growth performance over the past decade. The COVID-19 pandemic has compounded these challenges. The Department's seeks to contribute towards placing the country's tourism sector on a growth trajectory that fully realises the country's vast and diverse tourism potential.

Forecasting the impact of the pandemic on the tourism economy is riddled with uncertainties and has often been overtaken by changes and adjustments to containment measures. Accordingly, the full consequences of the pandemic on the tourism sector is not yet clear. This makes policy responses subject to fluidity and constant changes, and calls for models for adaptations.

While forecasting the full extent of the impact the pandemic on tourism remains a challenge, what is clear is that a return to business as usual is not possible, at least for the near future. The tourism sector will have to operate in the context of a new normal. Part of the new normal is that the tourism economy will have to exist alongside the virus, at least in the short to medium term. This is reinforced by the continued possibility of the emergence of different variants of the virus coupled with the occurrence of more new waves almost imposing seasonality of their own.

Developments around the worldwide deployment of the COVID-19 vaccines are likely to lift the tourism consumer and business confidence. However, the deployment of the vaccines is likely to be uneven. It will also take time to achieve herd or population immunity in many parts of the world. The International Monetary Fund (IMF) expects that with growing vaccine availability, testing, and tracing, local transmission of the virus is expected to be brought to low levels everywhere only by the end of 2022.

In addition to the tourism sector having to exist alongside the virus, the sector faces potential threats of numerous stop/start cycles as restrictions are changed and adjusted in line with the evolution of the virus. These stop/start cycles will affect traveler confidence and place jobs and the survival of tourism firms at risk. They will further make the recovery highly uncertain. Flexibility as well as the adaptability of firms to the new normal across the value chain will be critical in responding to the stop/start cycles.

The country brand is under pressure due the association of the emergence of new variant of the COVID-19 with South Africa. In response, some countries have issued travel advisories and even travel bans to and from South Africa. This will hamper efforts to drive tourism sector recovery. More clarity about the virus and its variants, through public awareness from the scientific community, will be required. Preparations for future of global travel may include significant changes in the requirements for cross boarder movements. Important decisions are still to be made in this regard, including but not limited to the role of vaccines in travel, role of tests for COVID-19 where individuals have been vaccinated, and whether there will be future global mapping of areas where population immunity has been reached.

In order to intervene in the challenges in the medium-term, the Department has developed the Tourism Sector Recovery Plan (TSRP). This plan includes several interventions to protect and rejuvenate supply, re-ignite demand and strengthen enabling capability for long-term sustainability. The Department's 2021/2022 APP contains projects geared towards giving practical expression to the TSRP.

A critical part of the recovery effort is to ensure that, while travel volumes had almost come to a halt, the supply side of the sector is protected and rejuvenated. For the Department, this involves protecting core tourism infrastructure and assets to prevent them from deteriorating and thus weakening the supply side of the sector. A weakened supply side will make recovery more difficult and protracted.

To protect tourism supply, Tourism Infrastructure Maintenance Programme of state-owned assets will be implemented. The emphasis will be on critical actions needed to preserve tourism supply. These will include the enhancement of tourism assets and core infrastructure of in the State's domain to prepare the sector for recovery. This presents a unique opportunity to upscale the refurbishment and maintenance of existing tourism infrastructure of state-owned assets such as precincts, protected areas, national and provincial parks, botanical and zoological gardens, heritage sites, amongst other state-owned attractions. Enhancement work of our destination is critical to improve the quality of product offering, through upgrades, refurbishment and maintenance, of state –owned assets.

Tourism infrastructure development and maintenance works of products and attractions will create jobs and SMME opportunities. There is substantial scope for labour intensive work through construction work and maintenance contracts to promote SMME development, B-BBEE, involvement of women and youth, and local employment coupled with appropriate enterprise development.

At the beginning of the pandemic, several support mechanisms were put in place both at national and provincial level. These were in order to support tourism firms in distress. Our Department introduced a R200 million Tourism Relief Fund to support 4 000 businesses, and a R30 million Tourist Guides Relief Fund to support freelance or self-employed tourist guides. While some of these measures are still running in some provinces albeit at a low scale, they are not nearly enough. For that reason, where required, support will be provided to tourism firms in distress in their effort to access part of the R200 billion government backed loan guarantee scheme. This will inform the non-financial support programme for tourism firms to be implemented in terms of the TSRP. A non-financial support programme that provides businesses with access to compliance training resources, visitor experience optimization tools, proposition and marketing support and recovery planning advisory will also be implemented.

The TSRP recommends the implementation of the Tourism Equity Fund (TEF) as part of strengthening the sector's supply side. This should be done in a manner that addresses the reconstruction of the sector, as well as advancement of transformation through enabling expanded participation of black people, women, youth and people with disabilities in the sector. This initiative brings together government, Development Finance Institutions (DFIs) and Commercial Banks to pull resources together for ease of access to capital and operational funding. Its success will see a relative degree of inclusivity in the sector, which will emerge after full recovery. The TEF will be implemented, as part of ensuring that the sector that emerges after recovery is moving towards inclusivity in its form. The TEF will assist to fast-track transformation within the sector, through expanded support for SMMEs; deepening the spatial tourism sub-sector product offerings in villages, townships and small towns; as well as facilitating the participation of women, youth and people with disabilities.

The TSRP is aligned to the country's Economic Reconstruction and Recovery Plan (ERRP), in particular, the ERRP's priorities of mass employment creation; infrastructure investment; green economy interventions; gender equality and the inclusion of women and youth; as well as skills development. The ERRP recognises that tourism, cultural and creative industries were among the hardest hit by COVID-19. Therefore, efforts are aimed at ensuring that these sectors' recovery and growth are central to the overall reconstruction and recovery effort. This is because the tourism sector is a growth multiplier for many other industries. The TSRP identifies enablers and risks to tourism revival. Key among these is the pace at which the COVID-19 vaccines are deployed. This is a major element in driving business and consumer confidence in the sector. The TSRP identifies vaccine deployment; South Africa's brand positioning and the easing and removal of travel restrictions, especially from inbound source markets as key enablers.

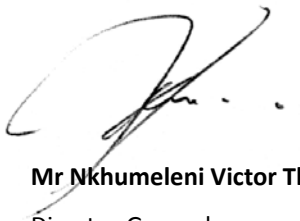
Note is taken however, that a return to pre-pandemic levels is unlikely before 2023 or later. Travel restrictions remain as a barrier weighing on the recovery of international tourism. Domestic travel, however, offers a glimmer of hope, provided safety concerns are adequately addressed, coupled with aggressive marketing and promotional campaigns.

I would like to express my appreciation to the leadership shown by the Minister and the Deputy Minister of Tourism in the development of the Department's APP for 2021/2022. Their role and exemplary leadership in criss-crossing our country to spread the message of hope for our sector recovery has not gone unnoticed.

Our interaction with our Parliamentary Portfolio and Select Committees is not only a source of encouragement for us to continue to improve our work. It is important in assisting us never to forget the realities we are face with and to be responsive in our planning.

It is through our engagement with our stakeholders in the tourism sector that we can address the challenges, and broaden the base for increased participation by those for whom plans are designed. This, we hope, will go a long way towards assisting all efforts aimed at addressing the challenges of poverty, inequality and unemployment.

The amount of time, effort and commitment shown by Team Tourism, in always exploring ways to do more with less, and craft plans that reflect just that, indicates how alive we are to the socio-economic realities within which tourism must be done. I express my gratitude to all the colleagues in the Department in their respective roles who continue to be commitment to the service of our country South Africa. We will continue to ensure that there is greater stewardship and accountability in the use of the public resources as we execute this plan effectively, economically and with efficiency.

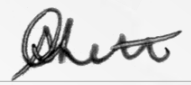
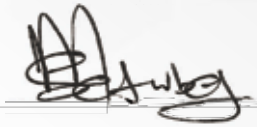
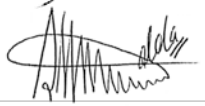


Mr Nkhumeleni Victor Tharage
Director-General

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Department of Tourism under the guidance of the Minister;
- 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 in 2021/2022 – 2023/2024.

	Signature
Mr Blessing Manale Acting Deputy Director-General: Corporate Management	
Ms Anemé Malan Deputy Director-General: Tourism Research, Policy and International Relations	
Ms Shamilla Chettiar Deputy Director-General: Destination Development	
Ms Mmaditonki Setwaba Deputy Director-General: Tourism Sector Support Services	
Mr Ralph Ackermann Chief Financial Officer	
Ms Nomzamo Bhengu Chief Director: Strategy and Systems	
Mr Nkhumeleni Victor Tharage Accounting Officer	
Mr Fish Mahlalela, MP Deputy Minister	
Approved by Ms Mmamoloko Kubayi-Ngubane, MP Executive Authority	

PART A:
OUR MANDATE

1. Updates to the relevant legislative and policy mandates

1.1 Legislative mandate

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

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.
- 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 on the tourism sector in pursuit of NDP targets.
- Tourism Sector Recovery Plan (TSRP) sets out interventions to ignite the recovery of the tourism sector, and to place it on path to long-term sustainability whilst contributing to the implementation of the Economic Reconstruction and Recovery Plan (ERRP).

2. Updates to Institutional Policies and Strategies

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

- National Tourism Sector Strategy, 2016.
- White Paper on the Development and Promotion of Tourism in South Africa, 1996.
- Tourism Act, 2014.
- National Grading System.

3. Updates to Relevant Court Rulings

Not applicable.

PART B:
OUR STRATEGIC FOCUS

4. Updated Situation Analysis

4.1 External Environment Analysis

4.1.1 Impact of COVID-19 Pandemic on the Global Economy

The tourism-operating environment has fundamentally changed because of severe disruptions by the pandemic. International demand was also disrupted, and is likely to be impacted by new and evolving traveller behaviour trends. Domestic demand is under strain due to the impact of the pandemic on disposable incomes. Uncertainty remains a core feature of the changing environment.

The COVID-19 pandemic has plunged the world economy into its most serious challenge in the post-war era. Global output, employment, trade and investment have been impacted negatively. The International Monetary Fund (IMF) expects global recovery from the 2020 and strengthen gradually in 2021. The recovery is likely to be characterised by continued social distancing until health risks are addressed, and the need to tighten mitigation measures, depending on the spread of the virus, access to medical interventions aimed at containing the COVID-19 pandemic[1]. This indicates the significance of the vaccine deployment in the global recovery. China is expected to lead the global recovery, followed by Emerging and Developing Economies and the Advanced.

The COVID-19 pandemic has plunged the tourism sector into an unprecedented crisis, globally. Tourism was one of the first economic activities to be deeply impacted by the pandemic, as well as measures to contain its spread. The sector is facing profound and simultaneous demand and supply shocks. Historically, the tourism sector has been resilient, and quick to lift itself out of tough economic times, including global financial meltdowns and health pandemic. However, the sheer scale and depth of the disruptions to the sector caused by the COVID-19 pandemic crisis suggest that the road to recovery will be long and highly uncertain. The World Tourism Organisation (UNWTO) Panel of Experts Survey expects the sector to return to pre-crisis levels only in 2023. Until then, the sector will be in survival mode. There is a potential for more job losses and permanent closures of more firms within the sector[2].

1 IMF. 2020. World Economic Outlook - A Long and Difficult Ascent. p.8
Web: https://www.imf.org/en/Publications/WEO/Issues/2020/09/30/world-economic-outlook-october-2020

2 UNWTO. 2020. 2020 - Worst Year in Tourism History with 1 Billion Fewer International Arrivals.
Web:https://www.unwto.org/news/2020-worst-year-in-tourism-history-with-1-billion-fewer-international-arrivals

4.1.2 Key trends in Global Travel

The COVID-19 pandemic, its related health and safety concerns, as well as restrictions to curb the spread of the pandemic, is forcing a profound change in traveler preferences and choices of destinations to visit. A post lockdown yearning for open spaces along with the desire to avoid crowded spaces has shifted remote, empty destinations to the top of many travelers' wish lists.

There is also a noticeable uptick in interest from older people – who are likely to be among the first to be vaccinated – to visit their favorite cities without the "madding crowd." Global tour operators are also reporting a growing number of inquiries for full on once in a lifetime adventures. This is partly because of pent-up demand and partly because of a sense of "needing to take life by the horns before it is too late." Island destinations are also becoming popular as travelers feel the need to return to the seclusion of an island. Island destinations give the traveler a sense of being in a controlled COVID-19 safe environment.

There appears to be a return by travelers to the idea of "slow travel", i.e. taking fewer but longer holidays. Travelers also prefer "staycations", that is traveling to tourism attraction without overnight stay, or traveling to tourism destination that are nearby. Road travel as opposed to air travel appears to be the preferred mode of holiday travelers. According to International Air Transport Association (IATA) recovery in air passenger volumes stalled towards the end of 2020[3].

The explosion in remote work is supporting another emerging trend where remote workers can work literally from anywhere including from a beach side villa, a safari camp, village lodge or a hotel room. Remote workers, therefore, are potential holiday travelers and can stay longer at destinations. Some destinations are already incentivising remote workers to stay in tourism destinations longer including having better connectivity and access to office equipment or business center.

3 IATA. 2020. Air Passenger Market Analysis: Passenger volumes did not improve in December p.3
Web: https://www.iata.org/en/iata-repository/publications/economic-reports/air-passenger-monthly-analysis---december-2020/

Another emerging trend is that travelers are increasingly concerned about their own safety, environmental safety and the effects of tourism on the destinations being visited. This has trust issues of safety, tourism sustainability onto the top of the list of considerations for travelers.

While demand for international travel remains subdued, domestic tourism continues to grow in several large markets such as China and Russia, where domestic air travel demand has mostly returned to pre-COVID levels. According to the IATA (2020), domestic travel in China was mostly back to normal in October 2020, Japan and Brazil posted robust improvements, and Russia remained more resilient than most markets[4]. To support domestic travel, countries are offering financial incentives to firms as part of strengthening the supply side and preventing its collapse. Governments are also collaborating with the industry on marketing and promotion campaigns, the offering of vouchers and discounts. Online platforms are increasingly being used to for marketing and promotion purposes.

One of the recent trends emerging within the tourism sector is that of a growing concern by travelers about their own safety, the environment and the effects of tourism on the destinations being visited. This suggests that environmental sustainability is one of the major consideration for travelers before making the decision to travel. The COVID-19 crisis provides an opportunity to focus on the environmental sustainability of the tourism sector, to promote structural transformation, and ensure greater use of technology; all of which are necessary ingredients towards a more sustainable, inclusive and resilient tourism sector.

4.1.3 Significance of Tourism

Tourism, with its extensive value chain and labor absorption capacity, remains an important contributor to the South African economy. It is a significant earner of foreign exchange and provides employment to people of varying skills levels. It promotes geographic spread of benefits such as employment and economic opportunities. It has the ability to expand economic activity to rural areas.

With more than 54% of the tourism workforce being women[5], including rural women, tourism can play a critical role in promoting financial and economic inclusion of women. In addition, through its significant forward and backward linkages with other economic sectors, tourism has a major impact on the wider economy. As a truly aspirational destination, combining powerful social justice history, breath-taking natural beauty, and warm, welcoming and diverse people, South Africa's tourism potential is immeasurable.

4.1.4 Economic Contribution of the Tourism Sector

Tourism plays an important role in the broader South African economy. As a tertiary sector with strong linkages to transportation, consumer retail and financial services and other network industries, tourism's indirect economic contribution is substantial. 2019 data from both the World Travel and Tourism Council (WTTC)[6], indicate that the tourism sector total tourism and travel contribution to GDP as ZAR354.9BN (USD24.6BN), which is 7.0% of the total economy. Travel and tourism contribution is employment is recorded as 1,483.2 JOBS (000's), which is 9.1% of the total employment. International visitor impact is recorded as ZAR129.9BN in visitor spend (8.6% of total exports).

Tourism supports a vibrant and complex value chain. It is a sector not characterised by significant market concentration or deep vertical integration like many other sectors in South Africa. Tourism activity occurs across five sub-sectors namely: Travel distribution and intermediaries, transport and related services, accommodation, entertainment and related services, and support and indirect services. Within each sub-sector, there are a number of industries that support a diverse range of visitor services and experiences.

4.1.5 Impact of COVID-19 Pandemic on South African Economy

South Africa faces persistent challenges of inequality, unemployment and poverty. These challenges have overtime been worsened by sustained low levels of investment and growth. The outbreak of the COVID-19 pandemic in March 2020, found a vulnerable South African economy. In fact, at the time pandemic reached South Africa, the country's economy had experienced two consecutive quarters of negative growth. As a result, the COVID-19 pandemic deepened the economic crisis. Many people lost their jobs and income as a result, for extended periods, leading to hunger. Inequality is expected to widen and poverty to deepen. The stagnation of the economy for a long period, coupled with the COVID-19 crisis has also led to low levels of capacity utilization in the various sectors of the South African economy. This trend is projected to continue; painting a dire picture for gross fixed capital formation. A significant reduction in the gross fixed capital formation variable is a troubling development; given that this variable is critical in sustaining and growing the productive base of the economy[7].

4 IATA. 2020. Air Passenger Market Analysis: Passenger volumes did not improve in December p.3
Web: https://www.iata.org/en/iata-repository/publications/economic-reports/air-passenger-monthly-analysis---december-2020/

5 https://www.e-unwto.org/doi/epdf/10.18111/9789284420384

6 WTTC. 2020. South Africa 2020 Annual Research: Key Highlights.

7 https://www.gov.za/sites/default/files/gcis_document/202010/south-african-economic-reconstruction-and-recovery-plan.pdf, p.2

A positive economic growth was recorded in the third and fourth quarters of 2020. However, that was not enough to offset the devastating impact of COVID-19, experienced in the second quarter of 2020 when lockdown restrictions were at their most stringent. Economic activity for the entire year decreased by 7,0% in 2020 compared with 2019, signifying the biggest annual fall in economic activity the country since at least 1946. The second biggest fall – contraction of the economy by 2,1%, was recorded in 1992 when the country was going through a two-year-long recession, as a result of a global economic downturn[8].

South Africa's first official case of COVID-19 was recorded on 5 March 2020. Since then a rising infection count prompted government to implement a five-level Risk-Adjusted Strategy aimed at saving lives and preserving livelihoods. This placed many firms and households in distress and jobs were lost. These developments, collectively, contributed to an "unprecedented contraction"[9] in output in the second quarter of 2020.

Although the economy re-bounded significantly in the third quarter of 2020, the real GDP however, was only at a level similar to that in the first quarter of 2019[10]. Although stronger than initially expected, the recovery of the South African economy is expected to lag behind that of other emerging and developing economies.

The projected impact of COVID-19 on South Africa's output and unemployment is as follows: GDP percentage drop to -6% from 4% in 2019, and the worst-case estimate of 50% for unemployment from 32% in 2019 (from the baseline of 35% in 2020).

4.1.6 Impact of COVID-19 on the South African Tourism Industry

The Tourism's value in supporting the policy imperative of job creation remains, however, even more fundamental. Hence the South Africa's Economic Survey 2019/2020 argues that Tourism should be pursued aggressively by the country as a key part of overall COVID-19 recovery efforts. The Survey Report states that the tourism sector needs support to survive the effects of the Corona Virus crisis. Development of tourism and boosting transport infrastructure investments can contribute to economic growth and job creation during the recovery in the medium-term. This requires, amongst others, high level of government involvement in the economy, removing of barriers to domestic and foreign entry, complex rules for licences and permits, etc[11].

8 StatsSA. 2020. GDP: Quantifying South Africa's economic performance in 2020. Web: http://bit.ly/3v89XPF
9 SARB. 2020. Quarterly Bulletin – December 2020
10 SARB. 2020. Quarterly Bulletin – December 2020.
11 OECD. 2020. Economic Surveys South Africa. July. p.15
Web:http://www.treasury.gov.za/comm_media/press/2020/20200731%20OECD%20Economic%20Survey%20SA%202020.pdf

South Africa has not been spared from the near collapse in international tourist arrivals. Hotel occupancies have declined significantly, leading to some small and large hoteliers being forced to close down. Airlines had significantly curtailed operations and many tourism attractions are either closed or operating far below capacity.

On the other hand, the weak state of the local economy and the job losses triggered by COVID-19 is impacting negatively on household disposable income, and thus limit the ability to, and affordability to travel.

In October 2020, 92% of tourism businesses surveyed (collaboration between IFC, the Department of Tourism and TBCSA) reported a more than 50% decline in revenues compared to October 2019, and 36% of businesses indicated a total loss of revenue. With regard to forward bookings, 78% of business reported forward bookings held in October 2020 are at least 50% less than bookings held in October 2019, and 23% has no booking. On occupancy/customer use, 88% of businesses surveyed indicated that occupancy in October 2020 was down more than 50% compared to October 2019, and 38% indicated no occupancy[12].

With regard to costs, 58% of businesses were unable to service their debts; 61% were unable to cover fixed costs, 58% have reduced wages for more than 50% of staff, with 40% of businesses having reduced wages for all staff; 28% of businesses have furloughed more than 50% of staff, and 12% of businesses have furloughed all staff with 33% of businesses only having furloughed less than 10% of staff; 18% of businesses had made more than 50% of staff redundant, 7% had made all staff redundant, with 33% not making any redundancies. The survey also found that in 23% of responding businesses were not operating in October 2020, but plan to reopen with 5% of businesses indicating they are closed and will not reopen[13].

4.1.7 Response: Tourism Sector Recovery Plan (TSRP)

Noting the tourism sector's impact on the wider economy, the TSRP was developed. It is aligned to the country's Economic Reconstruction and recovery (ERRP), in particular the ERRP's priorities of mass employment creation; infrastructure investment; green economy interventions; gender equality and the inclusion of women and youth; as well as skills development.

12 Department of Tourism. 2020. Tourism Industry Survey of South Africa: COVID-19, p.5.
13 Department of Tourism. 2020. Tourism Industry Survey of South Africa: COVID-19, pp.7-11.

The TSRP seeks not only to return the tourism sector's performance to levels it reached before the outbreak of COVID-19, but also to place it on a long-term sustainable growth trajectory that fully realises South Africa's vast and diverse tourism potential. It is anchored on three interlinked pillars or strategic themes: protect and rejuvenate supply, re-igniting demand and strengthening enabling capability for long-term sustainability. It outlines specific interventions under each strategic theme, with timeframes and lines of accountability. These interventions will be implemented simultaneously taking into account the effects of the stop and start cycles that the sector will be expected to deal with at least in the short to medium term as the virus evolves bringing with it possible new waves and strains.

Simultaneous implementation of the interventions in the TSRP means that efforts to rejuvenate and protect the supply side will be undertaken jointly with efforts to ignite demand; locally, regionally and across the globe. Furthermore, interventions undertaken in the current period will also be deliberately targeted towards ensuring the long-term sustainability of the sector.

While international travel will remain subdued for some time, work will begin, in line with recommendations in the ERRP, to build a bidding pipeline for the hosting of future conferences and mega events.

Considerable work will be done to position the South African the brand, and reignite the international demand in the face of challenges emanating from the scientific discovery of the 501Y.V2 COVID19 variant. Work will be done to drive the message that South Africa is a brand that provides a safe tourist experience, and is ready to deliver on expected quality for international and domestic tourists through implementation of the norms and standards for safe tourism operations, and higher quality certification of products through the grading system.

Guided by South Africa's three-phased approach to the rollout of the vaccination programme, the TSRP's key assumption is that the country will reach herd or population immunity – vaccination of 67% of the population – by the end of 2021. However, there is a lingering risk that the country may not be able to achieve its target of herd immunity by end of 2021. Linked to this is the assumption that as South Africa reaches herd or population immunity, this will relieve the pressure on the tourism brand and boost efforts to position South Africa as a safe tourism destination.

Another assumption is that domestic travel will pick up in the short to medium term; serving as a leading indicator of South Africa's readiness to safely receive inbound visitors. This may not be the case considering the weak state of the economy and depleting household disposable income. The stop and start cycles the sector will experience, also pose a risk to the recovery of the sector. The reduced capacity of airlines and routes especially from major source markets could also pose a risk for the tourism recovery effort.

4.2 Internal Environment

The Department acknowledges, in its Tourism Sector Recovery Plan, that the tourism operating environment will, for some time, have to exist alongside the virus. This environment is potentially facing numerous stop/start cycles as restrictions are adjusted in line with the evolution of the virus. Flexibility as well as the adaptability are critical in responding to the stop/start cycles and uncertainties. For the Department and its organisational environment, this requires of the Department to recalibrates its operations to ensure that the entire organisation continues to function in a manner that ensures both compliance and service delivery even under a different service delivery environment.

Administratively, the functions that will often be affected will include: Human Resource Management (for example conducting Disciplinary Hearings and job Interviews); Communications with stakeholders (limiting public enquiries to email and call center, limiting internal communications to posters and electronic communications, staff Bulks messaging system for emergency messages as well as some updates on operations (COVID cases, water disruptions, strikes etc.); Procurement of additional

IT tools of trade, online platform licenses etc., Implementation of various business protocols to ensure seamless operations continue (for example staff rotation roaster for physical reporting to the office).

The Department has continued to function and carry out its mandate in unusual circumstances that arose from the COVID-19 pandemic in our country, the national lockdown and associated restrictions. This requires resilience and agility, as well as continuing with of other unusual ways of working, such as virtual working. To continue to mitigate against the impact of COVID-19 and allow for business continuity, the Department continually revises its working arrangements in line with changes in the lockdown alert levels. Developed protocols will be implemented in line with the national lockdown regulations. Diverse platforms are used in order to strengthen communication

and ensure business continuity, within all units. These include email, zoom meetings, WhatsApp groups, phone calls, etc.). Systems and mechanisms are in place to ensure employee safety.

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

The Department's management fulfils its responsibilities of maintaining an adequate internal control system to provide assurance that the organisational business and operations are conducted in an orderly and efficient manner; that policies are adhered to, that assets are safeguarded against loss and unauthorised use, and that transactions are executed according to management's authorisation.

There does exist however, inherent limitations in internal controls and procedures. Errors and lapses in control may appear that could result from staff carelessness, misunderstandings in respect of instructions, collusion between individuals, management override, etc. Even when carried out with due professional care, internal audit procedures do not guarantee that fraud will be detected.

Adequate internal control system should provide for detection of weaknesses in the system, in order that fraud, falsifications or other irregularities which may exist, can be disclose.

The Department recognises that over and above compilation and implementation of an Action Plan based on the audit report findings; adequate monitoring of the Action Plan is critical to ensure that no internal control deficiencies occur that would lead to non-compliance.

There is a need for continuous development of the organisation's capacity in order to deliver on the strategy including digital skills, analytics capabilities, spatial planning skills as well as leadership and management development. The Department will strengthen its enterprise-wide risk management system to ensure compliance with, amongst others, remunerative work done outside of public service and financial disclosure. The department will also need to leverage on the its changed organisational environment. This will require, amongst others, observation of the requirements of the new normal in order to provide appropriate support. This means understanding of the impact of a changed environment on the employee, and the employee response to a change environment.

The Department, like all other government departments, is also mandated to deliver on women's emancipation and gender equality. This is in line with the Gender-responsive Planning, Budgeting, Monitoring, Evaluation and Gender Auditing Framework adopted by government. Giving expression to the Framework is meant to ensure that women's empowerment is at the center of public policy, planning, budgeting, and adequate resource allocation. The Department will be deliberate about projects that target women, in terms of ensuring that a certain percentage of procurement goes to women in business, and that people with disabilities and SMMEs are also prioritised.

Significant constraints to the fiscal framework and the policy position of Government to contain the public service wage will always have implications for the Department's human resource capacity. This requires of the Department to explore all possibilities for creating adequate capacity to implement its programmes and to introduce efficiency and effectiveness improvements, i.e. doing more with less. It requires of the Department to improve its procurement capacity and planning capabilities.

PART C:
MEASURING OUR PERFORMANCE

5. Institutional Programme Performance Information

Programme 1: Corporate Management

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.
- ***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.

5.1 Outcomes, Outputs, Performance Indicators and Targets

Table 1: Outcomes, Outputs, Performance Indicators and Targets

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Outcome: Achieve good corporate and cooperative governance.						
Output: Unqualified annual audit on financial and non-financial performance.						
Output Indicator 1: Audit outcome on financial statements and performance information.						
-	-	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Unqualified audit on financial statements and performance information.
Output: To attract and retain a capable and ethical workforce in a caring environment.						
Output Indicator 2: Vacancy rate.						
Vacancy rate as at 31 March 2018 was at 6,2%.	Vacancy rate as at 31 March 2019 was at 9,1%.	Vacancy rate as at 31 March 2020 was at 9.2%.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.
Output: To attract and retain a capable and ethical workforce in a caring environment.						
Output Indicator 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan.						
Women representation at SMS level was maintained at 49,3% as at 31 March 2018.	Women representation at SMS level was maintained at 50,7% as at 31 March 2019.	Women representation at SMS level was at 46.5% as at 31 March 2020.	Maintain minimum of 50% women representation at SMS level through designation of SMS posts at recruitment.	Maintain minimum of 50% of Women representation at SMS level.	Maintain minimum of 50% of Women representation at SMS level.	Maintain minimum of 50% of Women representation at SMS level.
People with disabilities representation was maintained at 4,7% as at 31 March 2018.	People with disabilities representation was maintained at 4,5% as at 31 March 2019.	People with disabilities' representation was at 4.3% as at 31 March 2020.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.
Black representation was maintained at 95,3% as at 31 March 2018.	Black representation was maintained at 95% as at 31 March 2019.	Black representation was at 95.9% as at 31 March 2020.	Maintain minimum of 91,5% black representation.	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Output: Capacity development interventions to address identified skills gaps.						
Output Indicator 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions.						
100% of WSP was implemented.	75% development and implementation of WSP.	95% development and implementation of WSP.	Development and 100% implementation of branch-targeted WSP.	Development and 100% implementation of branch-targeted WSP.	Development and 100% implementation of branch-targeted WSP.	Development and 100% implementation of branch-targeted WSP.
Output: Audit reports with recommendations as per the approved Internal Audit Plan.						
Output Indicator 5: Percentage implementation of the Annual Internal Audit Plan.						
100% of the Annual Internal Audit Plan was implemented.	100% of the Annual Internal Audit Plan was implemented.	100% of the Annual Internal Audit Plan was implemented.	100% 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.
Output: Implementation of Departmental Communications Strategy and Awareness Campaign Plan.						
Output Indicator 6: Departmental Communication Strategy and Awareness Campaign Plan implemented.						
100% of the Department's Communication Strategy was implemented.	98% of the Department's Communication Strategy was implemented.	2019/20 communication strategy targets as indicated in the implementation plan were implemented.	· Communication strategy for 2020/21 implemented. · Review 2021/22 communication strategy.	· 2021/22 Communication strategy targets implemented as per implementation plan. · Awareness Campaign Plan implemented. · 2021/22 Communication Strategy reviewed.	· 2022/23 Communication strategy targets implemented as implementation plan. · 2022/23 Communication Strategy reviewed.	· 2023/24 Communication strategy targets implemented as per implementation plan. · 2023/24 Communication Strategy reviewed.
Output: Departmental expenditure to contribute to the Government's economic transformation agenda.						
Output Indicator 7: Percentage procurement of goods and services from Broad-Based Black Economic Empowerment (B-BBEE) compliant businesses and SMMEs.						
100% procurement from B-BBEE compliant businesses was achieved.	100% procurement from B-BBEE compliant businesses was achieved.	100% of expenditure on procurement from enterprises on B-BBEE contributor status levels 1 to 5 was achieved.	100% of expenditure achieved on procurement from B-BBEE contributor status levels 1-5[14].	100% of expenditure achieved on procurement from B-BBEE compliant enterprises	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.
-	-	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	59.52% expenditure on procurement of goods and services from SMMEs was achieved.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.

14 NOTE: This departmental target excludes procurement that is part of collaboration with Public Entities and/ or prescribed services sourced from them (e.g. Research work with Public Universities and Information Technology services from SITA.)

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Output Indicator 8: Number of initiatives implemented to support Tourism Sector Recovery Plan.						
-	-	-	-	**One initiative:** Targeted procurement of commercial venues for departmental conferences and meetings to support tourism sector recovery.	**One initiative:** Targeted procurement of commercial venues for departmental conferences and meetings to support tourism sector recovery.	**One initiative:** Targeted procurement of commercial venues for departmental conferences and meetings to support tourism sector recovery.
Output Indicator 9: Percentage invoices paid within prescribed timeframes.						
-	-	-	Payment of all compliant invoices within 30 days, including State-Owned Enterprises (SOEs) and Municipalities.	Payment of all compliant invoices within 30 days including State-owned Enterprises (SOE's) and Municipalities.	Payment of all compliant invoices within 30 days including State-owned Enterprises (SOE's) and Municipalities.	Payment of all compliant invoices within 30 days including State-owned Enterprises (SOE's) and Municipalities.
Output: Promotion of reasonable access and gender equity.						
Output Indicator 10: Number of initiatives implemented to promote reasonable access.						
-	-	-	11 initiatives implemented to promote integrity and ethical conduct.	7 initiatives implemented to promote reasonable access.	Initiatives implemented to promote reasonable access.	Initiatives implemented to promote reasonable access.
Output Indicator 11: Number of initiatives implemented to promote gender equity.						
-	-	-	8 initiatives implemented to promote gender equity.	8 initiatives implemented to promote gender equity.	Initiatives implemented to promote gender equity.	Initiatives implemented to promote gender equity.
Output: Achieve good corporate governance.						
Output Indicator 12: Number on initiatives implemented to promote integrity and ethical conduct.						
-	-	-	11 initiatives implemented to promote integrity and ethical conduct.	11 Initiatives implemented to promote integrity and ethical conduct.	Initiatives implemented to promote integrity and ethical conduct.	Initiatives implemented to promote integrity and ethical conduct.

5.2 Indicators, Annual and Quarterly Targets

Table 2: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Audit outcome on financial statements and performance information.	Unqualified audit on financial statements and performance information.	Financial and non-financial performance information submitted to the Auditor-General South Africa (AGSA) and National Treasury (NT).	-	· Implementation Plan developed as per AGSA outcomes. · Review of internal control measures.	-
2. Vacancy rate.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.	Vacancy rate not to exceed 10% of the funded establishment.
3. Percentage compliance with equity targets in terms of departmental Employment Equity Plan.	Maintain minimum of 50% Women representation at SMS level through designation of SMS posts at recruitment.	Maintain minimum of 50% of Women representation at SMS level through designation of SMS posts at recruitment.	Maintain minimum of 50% of Women representation at SMS level through designation of SMS posts at recruitment.	Maintain minimum of 50% of Women representation at SMS level through designation of SMS posts at recruitment.	Maintain minimum of 50% of Women representation at SMS level through designation of SMS posts at recruitment.
	Maintain minimum of 4% People with Disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.	Maintain minimum of 3% people with disabilities representation.
	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.	Maintain minimum of 91.5% black representation.
4. Percentage implementation of Work Place Skills Plan (WSP) with defined targeted training interventions.	Development and 100% implementation of branch-targeted WSP.	Development and 25% implementation of branch-targeted WS.	30% implementation of branch-targeted WSP.	25% implementation of branch-targeted WSP.	20% implementation of branch-targeted WSP.
5. 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.

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
6. Departmental Communication Strategy and Awareness Campaign Plan implemented.	2021/22 Communications Strategy targets implemented as per implementation plan.	Implementation of Communication Strategy Annual Implementation Plan focusing on the following : · 2 Domestic and International Media Relations Plans. · 2 District Development Outreach Programme. · 3 Recovery Brand Activations and Seasonal Awareness Campaign	Implementation of Communication Strategy Annual Implementation Plan focusing on the following: · 2 Domestic and International Media Relations Plans · 2 District Development Outreach Programmes. · 3 Recovery Brand Activations and Seasonal Awareness Campaign	Implementation of Communication Strategy Annual Implementation Plan focusing on the following: · 2 Domestic and International Media Relations Plans · 2 District Development Outreach Programme. · 3 Recovery Brand Activations and Seasonal Awareness Campaign.	Implementation of Communication Strategy Annual Implementation Plan focusing on the following: · 2 Domestic and International Media Relations Plans. · 2 District Development Outreach Programme. · 3 Recovery Brand Activations and Seasonal Awareness Campaign.
	2022/23 Departmental Communication Strategy and Awareness Campaign Plan reviewed.	-	-	-	Departmental Communication Strategy reviewed for 2022/23.
7. Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs.	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.	100% of expenditure achieved on procurement from B-BBEE compliant enterprises.
	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.
8. Number of initiatives implemented to support tourism sector recovery.	**One initiative:** Targeted procurement of commercial venues for departmental conferences and meetings to support tourism sector recovery.	Framework for targeted procurement developed guided by the Risk Adjusted Strategy.	Targeted procurement of commercial venues for departmental conferences and meetings implemented in line with the Framework.	Targeted procurement of commercial venues for departmental conferences and meetings implemented in line with the Framework.	Targeted procurement of commercial venues for departmental conferences and meetings implemented in line with the Framework.

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
9. Percentage invoices paid within prescribed timeframes.	Payment of all compliant invoices within 30 days including State-owned Enterprises (SOE's) and Municipalities.	100% of all compliant invoices paid within 30 days including State-owned Enterprises (SOE's) and Municipalities.	100% of all compliant invoices paid within 30 days including State-owned Enterprises (SOE's) and Municipalities.	100% of all compliant invoices paid within 30 days including State-owned Enterprises (SOE's) and Municipalities.	100% of all compliant invoices paid within 30 days including State-owned Enterprises (SOE's) and Municipalities.
10. Number of initiatives implemented to promote reasonable access.	7 initiatives implemented to promote reasonable access.	i. Finalise 2020/21 Department Report on implementation of Public Service and Administration (DPSA) on the Job Access Strategic Framework.	iii. Develop report on the state of workplace assistive devices.	v. Diversity and disability management sensitisation session for employees conducted.	vi. Profile department's progress on disability management matters.
		ii. Finalise the development of 2021/22 Department Implementation Plan of Public Service and Administration (DPSA) on the Job Access Strategic Framework.	iv. Convene Disability Management Forum.	-	vii. Convene Disability Management Forum.
11. Number of initiatives implemented to promote gender equity.	8 initiatives implemented to promote gender equity.	i. Finalise 2020/21 Department Report on Implementation of Public Service and Administration (DPSA) on the Gender Equality Strategic Framework.	iii. Implement Departmental Women's month Programme.	v. Implement Departmental Men's month programme.	vii. Develop a 2022/23 Gender Forum Programme of action.
		ii. Finalise the development of 2021/22 Department Implementation plan of Public Service and Administration (DPSA) on the Gender Equality Strategic Framework.	iv. Convene Departmental Gender Forum.	vi. Host Sexual Harassment Policy and Procedures information session.	viii. Convene Departmental Gender Forum.

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
12. Number on initiatives implemented to promote integrity and ethical conduct.	11 initiatives implemented to promote integrity and ethical conduct.	i. Manage applications on requests for permission to perform Other Remunerative Work outside Employees' Employment for the quarter and report to RMC.	iii. Awareness creation on the departmental Gift policy.	vi. Implement programme to recognise International Anti-corruption Day (ant-corruption session, article, awareness-raising material).	ix. Host Workshop on the Public Service Code of Conduct.
		ii. Facilitation and provision of support for submission of 2020/21 financial disclosures for SMS members to PSC.	iv. Manage applications on requests for permission to perform Other Remunerative Work outside Employees' Employment for the quarter and report to RMC.	vii. Manage applications on requests for permission to perform Other Remunerative Work outside Employees' Employment for the quarter and report to RMC.	x. Manage applications on requests for permission to perform Other Remunerative Work outside Employees' Employment for the quarter and report to RMC.
		-	v. Facilitation and provision of support MMS and designated officials in submitting 2020/21 financial interest disclosures.	viii. Verification of disclosed financial interests by all MMS and designated employees.	xi. Development of a response to PSC on verification outcome submitted SMS financial disclosures for the 2020/2021.

5.3 Explanation of planned performance over the medium-term period

Programme 1 - Administration includes the Ministry, Corporate Management, Financial Management and Internal Audit. For the medium-term, Corporate Management will remain agile to be able to meet the demands of tourism sector recovery. It will widen its footprint beyond the corporate business operation; support initiatives aimed the tourism sector recovery and the value chain.

Corporate Management will support and internalize the numerous Strategic Interventions outlined in the Economic Reconstruction and Recovery Pan as well as the Tourism Sector Recovery Plan to give practical expression to those. These include stimulate domestic demand through targeted initiatives and campaigns; building confidence on South Africa as a destination through domestic events ; advancing the body of knowledge for government wide support for bidding and hosting of national events by South African National Conventions Bureau amongst others.

Programme 1 will support domestic events through a framework to facilitate government support through appropriate governance mechanisms and optimize their impact on domestic tourism. Through Human Capital Development, the Programme will ensure that the organisation has appropriate Human resources for implementation of departmental plans. Enterprise-wide risk management system will be strengthened, to augment audits and assist with early warning systems. Our Information technology systems will be enhance to ensure that the organisation deploys the ITC to streamline and bring efficiencies in our business processes.

5.4 Programme Resource Consideration

Rand Thousand	2017/18 Audited outcome	2018/19 Audited outcome	2019/20 Audited outcome	2020/21 Revised Estimate	2021/22 Revised Baseline	2022/23 Revised Baseline	2023/24 Revised Baseline
Sub-programmes							
Ministry	25 827	23 444	38 774	36 106	36 389	36 952	37 433
Management	2 965	2 930	3 270	3 027	2 825	2 860	2 891
Corporate Management	142 164	153 747	154 653	168 737	168 933	171 616	173 922
Financial Management	32 306	35 614	51 542	48 565	51 590	52 478	53 240
Office Accommodation	38 616	44 995	39 084	43 209	45 542	47 299	48 807
Total	**241 878**	**260 730**	**287 323**	**299 644**	**305 279**	**311 205**	**316 293**
Economic classification							
Current payments	**235 490**	**250 815**	**272 407**	**296 389**	**301 848**	**307 644**	**312 618**
Compensation of employees	137 477	138 175	152 951	155 595	151 606	151 605	151 606
Goods and services	98 013	112 640	119 456	140 794	150 242	156 039	161 012
Of which:							
Audit costs: External	6 086	5 585	9 551	10 301	11 215	11 643	12 017
Computer services	9 855	9 669	10 258	12 203	12 863	13 359	13 785
Consultants: Business and advisory services	5 145	8 533	9 175	11 126	11 318	11 770	12 158
Operating leases	35 738	43 260	37 816	41 543	43 786	45 475	46 925
Travel and subsistence	14 631	15 278	19 038	20 636	23 218	24 188	24 960
Transfers and subsidies	**1 960**	**1 034**	**6 268**	**172**	**181**	**188**	**194**
Departmental agencies and accounts	197	179	157	172	181	188	194
Households	1 763	855	6 111	-	-	-	-
Payments for capital assets	**4 401**	**8 761**	**8 432**	**3 083**	**3 250**	**3 373**	**3 481**
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	3 042	5 943	7 162	2 119	2 308	2 396	2 473
Software and other intangible assets	1 359	2 818	1 270	964	942	977	1 008
Payments for financial assets	**27**	**120**	**216**	**-**	**-**	**-**	**-**
Total	**241 878**	**260 730**	**287 323**	**299 644**	**305 279**	**311 205**	**316 293**

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

Included in Programme 1: Administration, is the Ministry, Management, Corporate Management, Financial Management and Office Accommodation. Corporate Management includes the Deputy Director-General: Corporate Management, Human Resources, Communication, Legal Services, Strategy and Systems, Information and Communication Technology, and Internal Audits. This programme budget is 12.6 per cent of the total departmental budget for the 2021/22 financial year. An amount of R305.3 million has been allocated for this programme of which R151.6 million (41.7 per cent) is for Compensation of Employees.

The amount allocated for Office Accommodation for the 2021/22 financial year is R45.5 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 include 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.
- ***South African Tourism*** stimulates sustainable international and domestic demand for South African tourism experiences, and regulates the standard of tourism facilities and services.
- ***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, Performance Indicators and Targets

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Outcome: Increase the tourism sector's contribution to inclusive economic growth.						
Output: Monitoring and evaluation reports produced.						
Output Indicator 1: Number of monitoring and evaluation reports produced						
Draft 2016 State of Tourism (STR) developed.	· 2016 STR published. · Draft 2017/18 STR developed.	· 2017/18 STR was published. · Draft 2018/19 STR was developed, which cover the performance of key tourism industries on an annual basis.	2018/19 STR finalised and published.	**Eight monitoring and evaluation reports produced:** 1. 2019/20 STR finalised and published.	**Eight monitoring and evaluation reports produced:** 2020/21 STR finalised and published.	**Eight monitoring and evaluation reports produced:** 2021/22 STR finalised and published.
-	Impact evaluation report on departmental capacity-building programmes commenced was developed.	One Impact evaluation report on departmental capacity-building programme was developed, which provides key outcomes of the evaluation of various human capacity development programmes implemented by the Department in the past 5 years.	Two Reports on the Impact Evaluation of COVID-19 on the tourism sector	2. Monitoring of the implementation of the norms and standards for safe operations in the sector.	Evaluation of the Resource Efficiency project conducted	Impact evaluation study of the Local Government Capacity Building Programme conducted.
-	· Impact evaluation report on departmental capacity-building programmes commenced was developed · Report on the implementation of the monitoring plan for infrastructure projects was developed.	-	Evaluation of the Implementation of the Tourism Relief Fund	3. Two Reports on the impact Evaluation of COVID-19 on the tourism sector in South Africa developed.	Monitoring of Capacity Building Programme undertaken: · Hospitality Youth Programme · National Youth Chefs Training Programme · Tourism Monitors Programme · Tourism Incubator Programme	Monitoring of Capacity Building Programme undertaken: · Hospitality Youth Programme · National Youth Chefs Training Programme · Tourism Monitors Programme · Tourism Incubator Programme

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
-	-	-	-	4. Three TSRP Implementation Reports	Four TSRP Implementation Reports	Four TSRP Implementation Reports
2016/17 National Tourism Sector Strategy (NTSS) Implementation Report developed.	2017/18 NTSS Implementation Report developed.	2018/19 NTSS Implementation Report was developed. The implementation mechanisms by the 3 spheres of government in partnership with the industry were aligned to the 5 pillars of the NTSS.	2019/20 NTSS Implementation Report developed.	5. 2020/21 NTSS Implementation Report developed.	2021/22 NTSS Implementation Report developed.	2022/23 NTSS Implementation Report developed.
Outputs: Regulatory initiatives for tourism growth and development.						
Output Indicator 2: Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.						
-	-	-	Draft review of the Development and Promotion of Tourism in South Africa developed.	Review of the Tourism Policy: Green Paper on the Development and Promotion of Tourism in South Africa developed.	Review of the Tourism Policy: White Paper on the Development and Promotion of Tourism in South Africa submitted for approval.	Implementation of the White Paper on the Development and Promotion of Tourism in South Africa.
Output: South African Tourism (SA Tourism) oversight reports developed.						
Output Indicator 3: Number of SA Tourism oversight reports developed.						
Four SA Tourism oversight reports developed.	Four SA Tourism oversight reports developed.	-	Four Reports on governance and performance of SA Tourism developed oversight purposes.	Four Reports on governance and performance of SA Tourism developed for oversight purposes.	Four Reports on governance and performance of SA Tourism developed for oversight purposes.	Four Reports on governance and performance of SA Tourism developed for oversight purposes.
Output: Information and Knowledge Systems developed and implemented.						
Output Indicator 4: Number of Information and Knowledge Systems developed and implemented.						
N/A	N/A	Development of the National Tourism Information and Monitoring System	Enhancement of the National Tourism Information and Monitoring System	**Three system developed and implemented:** An Integrated Tourism Knowledge System implemented.	**Three system developed and implemented:** An Integrated Tourism Knowledge System enhanced	**Three system developed and implemented:** An Integrated Tourism Knowledge System maintained

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
· Concept on the design and implementation plan of NTIMS developed. · Training of youth as data capturers for collection of the NTIMS data (2 per municipality) conducted.	Development of the NTIMS: supply side database was finalised.	-	Report on the implementation of NTIMS Regulations developed.	Data collection and verification conducted in line with the NTIMS Regulations	Data collection and verification conducted in line with the NTIMS Regulations	Data collection and verification conducted in line with the NTIMS Regulations
Output: South Africa tourism showcase at priority markets						
Output Indicator 5: Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings						
· Draft a plan for the hosting of a Tourism Workstream during the 2018/19 BRICS Summit. · Draft a plan for the hosting of a Tourism Workstream during South Africa's chairship of IORA. · Facilitate for the Department's participation in the UNWTO.	Hosting of IORA Workshop on CMT, IORA Tourism Experts Meeting and IORA Tourism Ministers' Meeting.	-	Four initiatives undertaken to advance South Africa's tourism priorities within multilateral fora, i.e. IORA, SADC, G2o and AU.	Advance South Africa's tourism interests at regional, continental and global level through participation in six G20, SADC, AU, BRICS, UNWTO and IORA.	Advance South Africa's tourism interests at regional, continental and global level through participation in prioritised fora.	Advance South Africa's tourism interests at regional, continental and global level through participation in prioritised fora.
Output: initiatives facilitated for Regional Integration						
Output Indicator 6: Number of outreach programmes to the diplomatic community implemented						
-	-	-	Report on the leveraging of tourism bilateral relations to advance national priorities developed.	Four Outreach Programmes to the diplomatic community implemented	Four Outreach programme to the diplomatic community	Four Outreach programme to the diplomatic community

5.6 Indicators, Annual and Quarterly Targets

Table 4: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Number of monitoring and evaluation reports produced.	2019/20 State of Tourism (STR) finalised and published.	· Draft 2019/20 STR updated. · STR Framework reviewed	2019/20 STR Finalised.	2019/20 STR published.	Progress report on the development of the Draft 2020/21 STR developed.
	Four Quarterly Tourism Performance Reports developed.	Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance Report developed.	Quarterly Tourism Performance Report developed.
	Monitoring of the implementation of the Norms and Standards for safe operations in the sector	Concept document for monitoring Norms and Standards for safe operations in the sector developed.	Monitoring indicators and tools developed and consulted on.	Implementation of Norms and Standards for safe operations in the sector monitored and a draft report developed	Implementation of Norms and Standards for safe operations in the sector monitored and a report developed.
	Two Reports on the impact evaluation of COVID-19 on the tourism sector in South Africa developed.	· Proposal for the impact evaluation of COVID-19 on the tourism sector in South Africa developed. · Data collection tools for impact evaluation of COVID-19 on the tourism sector in South Africa developed.	· Data collection for impact evaluation of COVID-19 on the tourism sector in South Africa commenced. · First Report on the impact evaluation of COVID-19 on tourism developed.	Review of monitoring tools for impact evaluation of COVID-19 on the tourism sector in South Africa undertaken.	Second Report on the impact evaluation of COVID-19 on tourism developed.
	Three TSRP Implementation Reports developed	-	Quarterly TSRP implementation report develop.	Quarterly TSRP implementation report develop.	Quarterly TSRP implementation report develop.
	2020/21 NTSS Implementation Report developed.	Framework for the 2020/21 NTSS Implementation Report reviewed.	Data collection for the development of 2020/21 NTSS Implementation Report undertaken.	Draft 2020/21 NTSS Implementation Report developed.	2020/21 NTSS Implementation Report finalised.
2. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	Review of the Tourism Policy: Green Paper on the Development and Promotion of Tourism in South Africa developed	Draft discussion document outlining policy areas circulated for public comments	Incorporation of public comments into the draft discussion document.	Draft discussion document by internal management structures approved.	Green Paper on the Development and Promotion of Tourism in South Africa developed.

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
3. Number of SA Tourism oversight reports developed.	Four Reports on governance and performance of SA Tourism developed for oversight purposes.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report developed.	SA Tourism quarterly oversight report developed.
4. Number of Information and Knowledge Systems developed and implemented.	**Two system developed and implemented:** An Integrated Tourism Knowledge System implemented.	System Architecture for the Integrated Tourism Knowledge System developed.	· Development of System Architecture for Integrated Tourism Knowledge System finalised. · Integration of Knowledge Systems commenced.	Integration of Knowledge Systems continued.	Integrated Tourism Knowledge System implemented.
	Data collection and verification conducted in line with the NTIMS Regulations.	Publicity awareness on NTIMS regulations undertaken.	Data on tourism businesses collected from tourism stakeholders.	Quality assurance of collected data from tourism stakeholders conducted.	Data collection and verification conducted in line with the NTIMS Regulations
5. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings	Advance South Africa's tourism interests at regional, continental and global level through participation in **six** G20, SADC, AU, BRICS, and IORA.	Quarterly report on SA participation in the development of **G20** guidelines for a resilient, sustainable and inclusive tourism.	· Quarterly report on SA participation in the development of SADC Costed Action Plan for **SADC** Tourism Programme. · Quarterly report on SA participation in the institutionalisation of Tourism in **BRICS**.	· Quarterly report on SA participation at the UNWTO. · Quarterly report on SA participation in the development of a feasibility study for **African Tourism Organisation**.	Quarterly report on SA participation in the implementation of **IORA** Tourism Work Plan.
6. Number of outreach programmes to the diplomatic community implemented	Four Outreach programmes to the diplomatic community implemented	Quarterly outreach to diplomatic community focusing on South Africa's tourism recovery	Quarterly outreach to diplomatic community focusing on South Africa's tourism recovery	Quarterly outreach to diplomatic community focusing on South Africa's tourism recovery	Quarterly outreach to diplomatic community focusing on South Africa's tourism recovery

5.7 Explanation of planned performance over the medium-term period

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

During the medium-term, Programme 2's response will be aligned to the following strategic interventions in the Tourism Sector Recovery Plan:

Strategic Intervention 1: Implement Norms and Standards for the safe operations in the sector across the value chain to enable safe travel and rebuild traveller confidence: Monitoring of the implementation of the Norms and Standards for safe operations in the sector will be undertaken.

Strategic Intervention 2: Stimulate domestic demand through targeted initiatives and campaigns: Measuring the impact of COVID-19 on the tourism sector will be undertaken, which, together with a number of research studies in this area, will contribute to the formation of appropriate initiatives and campaigns to stimulate domestic demand. Quarterly and annual reports on the status of the tourism sector will be developed, which will assist with to provide a sense with regard to the effectiveness of the interventions.

Strategic Intervention 4: Support for the protection of core tourism infrastructure and assets: Monitoring of the implementation of the Tourism Relief Fund will be undertaken, which will assist in determining the effectiveness of this Fund as a relief measure.

Strategic Intervention 5: Execute a global marketing programme to reignite international demand: Quarterly and annual reports on the status of the tourism sector will be developed, which assist to provide a sense with regard to the effectiveness of the interventions.

Strategic Intervention 6: Tourism Regional Integration: This will be done, amongst others, through the contribution of the implementation of the Tourism Sector Plan for SADC.

Strategic Intervention 7: Review the tourism policy to deliver efficient, effective and purpose-led support for sector growth and development: The review of the overarching policy framework guiding tourism in the country (i.e., White Paper on the Development and Promotion of Tourism in South Africa, 1996) is important to ensure that recent developments are taken into consideration.

These objectives contribute directly to the Tourism Sector's response to the Economic Reconstruction and Recovery Plan (ERRP), and indirectly contribute to the ERRP.

5.8 Programme Resource Consideration

Rand Thousand	2017/18 Audited outcome	2018/19 Audited outcome	2019/20 Audited outcome	2020/21 Revised Estimate	2021/22 Revised Baseline	2022/23 Revised Baseline	2023/24 Revised Baseline
Sub-programmes							
Tourism Research, Policy and International Relations Management	5 557	7 450	8 357	8 252	8 834	8 967	9 083
Research and Knowledge Management	27 725	33 488	23 244	27 955	33 434	33 852	34 090
Policy Planning and Strategy	10 893	11 758	11 974	13 247	14 140	14 295	14 429
South African Tourism	1 129 288	1 208 048	1 354 161	423 027	1 297 038	1 329 206	1 344 672
International Relations and Cooperation	23 280	23 164	21 324	26 637	28 763	29 207	29 508
Total	**1 196 743**	**1 283 908**	**1 419 060**	**499 118**	**1 382 209**	**1 415 527**	**1 431 782**
Economic classification	-	-	-				
Current payments	**56 152**	**68 620**	**61 660**	**68 861**	**78 581**	**79 544**	**80 370**
Compensation of employees	39 710	51 066	50 127	50 822	53 622	53 621	53 621
Goods and services	16 442	17 554	11 533	18 039	24 959	25 923	26 749
Of which:							
Travel and subsistence	4 334	9 095	5 878	10 189	13 400	13 921	14 366
Training and development	263	503	121	1 166	1 101	1 144	1 179
Operating payments	1 119	2 156	455	2 355	3 142	3 263	3 368
Venues and facilities	6 268	3 342	916	1 141	3 708	3 847	3 968
Transfers and subsidies	**1 139 894**	**1 214 375**	**1 356 976**	**429 751**	**1 303 093**	**1 335 428**	**1 350 839**
Departmental agencies and accounts	1 129 288	1 208 048	1 354 161	423 027	1 297 038	1 329 206	1 344 672
Foreign governments and international organisations	6 394	2 348	2 772	3 055	2 341	2 406	2 385
Households	4 212	3 979	43	3 669	3 714	3 816	3 782
Payments for capital assets	**689**	**906**	**401**	**506**	**535**	**555**	**573**
Machinery and equipment	607	906	401	506	535	555	573
Software and other intangible assets	82	-	-	-	-	-	-
Payments for financial assets	**8**	**7**	**23**	**-**	**-**	**-**	**-**
Total	**1 196 743**	**1 283 908**	**1 419 060**	**499 118**	**1 382 209**	**1 415 527**	**1 431 782**

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

Tourism Research, Policy and International Relations programme has a budget allocation of R1 382.2 million for 2021/22 of which R1 297 million is transferred to South African Tourism. This represents 93.8 per cent of the branch's budget allocation. The remaining allocation available for this Programme is R85.2 million of which R53.6 million is allocated to Compensation of Employees for the branch. The foreign transfer payments of the membership fee in respect of United Nation World Tourism Organisation (UNWTO) is vested in this branch.

Programme 3: Destination Development

Purpose: Facilitate and coordinate tourism destination development.

Sub-programmes and purpose:

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

5.9 Outcomes, Outputs, Performance Indicators and Targets

Table 5: Outcomes, Outputs, Performance Indicators and Targets

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Outcome: Increase the tourism sector's contribution to inclusive economic growth						
Output: Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas						
Output Indicator 1: Number of destination planning and investment coordination initiatives undertaken:						
			Four destination planning and Investment coordination initiatives undertaken:	**Five destination planning and Investment coordination initiatives undertaken:**	**Five destination planning and Investment coordination initiatives undertaken:**	**Five destination planning and Investment coordination initiatives undertaken:**
-	Ownership and operational model for the accommodation and related tourism products (budget resort) developed.	Budget resort network and brand concept developed.	1. Institutional arrangements for budget resorts network and brand finalised. 2. Brand and network concept tested with key stakeholders.	1. Pilot the budget resort network and brand concept.	1. Review and expansion of the piloting of the budget resort network and brand concept.	1. Review and expansion of the piloting of the budget resort network and brand concept.
			3. Development of tourism implementation plans through the District Development Model (DDM) in three pilots: · OR Tambo district · Waterberg district · eThekwini Metro	2. Incorporate prioritised initiatives from tourism spatial masterplans into *One Plans* for the following DDM districts: · OR Tambo District · eThekwini Metro · Pixley Ka Seme District · Namakwa District	2. Facilitate the implementation of prioritised initiatives through the *One Plans* for the following DDM districts: · OR Tambo District · eThekwini Metro · Pixley Ka Seme District · Namakwa District	2. Continue to facilitate the implementation of prioritised initiatives through the *One Plans* for the following DDM districts: · OR Tambo District · eThekwini Metro · Pixley Ka Seme District · Namakwa District
-	A pipeline of prioritised tourism investment projects and opportunities was developed and promoted.	A pipeline of nationally prioritised tourism investment opportunities managed.	-	3. A pipeline of nationally prioritised tourism investment opportunities (*greenfield projects*) managed.	3. A pipeline of nationally prioritised tourism investment opportunities managed.	3. A pipeline of nationally prioritised tourism investment opportunities managed.

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
-	-	-	-	4. A database of distressed high-impact tourism projects (*brownfield projects*) managed.	4. A database of distressed high-impact tourism projects managed.	4. A database of distressed high-impact tourism projects managed.
-	-	-	-	5. 4 investment promotion platforms facilitated.	5. 4 investment promotion platforms facilitated.	5. 4 investment promotion platforms facilitated.
Output Indicator 2: Number of destination enhancement initiatives supported:						
			Four Destination Enhancement Initiatives Supported:	**Three Destination Enhancement Initiatives Supported:**	**Three Destination Enhancement Initiatives Supported:**	
-	-	· The implementation of interpretative signage in the Marakele National Park was supported. · The implementation of interpretative signage in the Addo Elephant National Park was supported.	Infrastructure maintenance programme implemented in Three National Parks: · Marakele · Addo · Karoo National Parks	1. Infrastructure maintenance programme implemented in 19 (nineteen) National Parks: i. EC Addo National Park ii. EC Camdeboo iii. EC Mountain Zebra iv. WC Garden Route (Knysna, Wilderness) v. EC Tsitsikamma vi. NC Karoo vii. FS Golden Gate viii. NW Marakele ix. LP Mapungubwe x. NC Kgalagadi xi. NC Augrabies xii. NC Namakwa xiii. NC Richtersveld xiv. WC Agulhas xv. WC Bontebok xvi. WC Table Mountain xvii. WC West Coast xviii. WC Tankwa-Karoo xix. MP Kruger	Infrastructure maintenance programme implemented in 19 (nineteen) National Parks.	-

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
-	-	-	-	2. Infrastructure maintenance programme implemented for identified and prioritised state-owned asset in each province.	Infrastructure maintenance programme implemented for identified and prioritised state-owned asset in each province.	
-	-	-	Draft Project concepts developed for five community-based tourism projects at: · Numbi Gate · Nandoni Dam · Tshathogwe Game Farm · Mtititi Game Farm · Mapate Recreational Social Tourism Facility	3. Support the Implementation of Thirty Community-based Tourism Projects: i. LP Phiphidi Waterfall ii. LP The Oaks Lodge iii. LP Matsila Lodge iv. LP VhaTsonga Village v. MP Mnisi Resort vi. LP Ngove vii. LP Tisane viii. FS QwaQwa Guest House ix. FS Vredefort Dome x. FS Monotsha xi. NW Manyane Lodge xii. NW Lotlamoreng Dam xiii. NC Platfontein Lodge xiv. NC Kamiesburg xv. KZN Muzi Pan xvi. EC Maluti Hiking Trail xvii. EC Mthonsi Lodge xviii. EC Qatywa Lodge xix. EC Nyandeni Chalets xx. EC Western Tembuland xxi. KZN Anton Lembede Museum eThekwini Municipality xxii. NC McGregor Museum xxiii. KZN AmaHlubi Cultural Heritage	-	-

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
				xxiv. NC & NW Sol Plaatjie Museum xxv. NW Lehurutshe Liberation Heritage Museum xxvi. MP Numbi Gate xxvii. LP Nandoni Dam xxviii. LP Tshathogwe Game Farm xxix. LP Mtititi Game Farm xxx. LP Mapate Recreational Social Tourism Facility.		
Output Indicator 3: Number of work opportunities created through Working for Tourism projects.						
-	-	-	2 500 work opportunities created	3 826[15] Work opportunities created	4 104 Work opportunities created	4 133 Work opportunities created

15 The target for Work Opportunities is based on the allocated budget available in the financial year.

5.10 Indicators, Annual and Quarterly Targets

Table 6: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Number of destination planning and investment coordination initiatives undertaken.	**Five destination planning and Investment coordination initiatives undertaken:**				
	1 Pilot the budget resorts network and brand concept	· Identify tourism properties for the pilot · Infrastructure audit framework developed	Infrastructure assessments for identified tourism properties initiated	Infrastructure assessments for identified tourism properties completed	Stakeholder compacts finalised
	2 Incorporate prioritised initiatives from tourism spatial masterplans into *One Plans* for the following DDM districts: · OR Tambo District · eThekwini Metro · Pixley Ka Seme District · Namakwa District	Assessment and consolidation of prioritised initiatives from tourism spatial masterplans completed	DDM Tourism implementation plans review (incorporating spatial master planning initiatives) initiated	DDM Tourism implementation plans review (incorporating spatial master planning initiatives) completed	Prioritised initiatives from tourism spatial masterplans incorporated into *One Plans* for the following DDM district: · OR Tambo District · eThekwini Metro · Pixley Ka Seme District · Namakwa District
	3 A pipeline of nationally prioritised tourism investment opportunities (*greenfield projects*) managed	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed	Quarterly Report on the management of a pipeline of nationally prioritised tourism investment opportunities developed
	4 A database of distressed high-impact tourism properties (*brownfield projects*) managed	Quarterly report on the management of the database of distressed high-impact tourism establishments / properties / projects	Quarterly report on the management of the database of distressed high-impact tourism establishments / properties / projects	Quarterly report on the management of the database of distressed high-impact tourism establishments /the database properties / projects	Quarterly report on the management of the database of distressed high-impact tourism establishments / properties / projects
	5 Four (4) investment promotion platforms facilitated	Quarterly Report on the investment promotion platforms facilitated	Quarterly Report on the investment promotion platforms facilitated	Quarterly Report on the investment promotion platforms facilitated	Quarterly Report on the investment promotion platforms facilitated

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
2. Number of destination enhancement initiatives supported.	**Three Destination Enhancement Initiatives Supported:**				
	1. Infrastructure maintenance programme implemented in 19 National Parks: i. EC Addo National Park ii. EC Camdeboo iii. EC Mountain Zebra iv. WC Garden Route (Knysna, Wilderness) v. EC Tsitsikamma vi. NC Karoo vii. FS Golden Gate viii. NW Marakele ix. LP Mapungubwe x. NC Kgalagadi xi. NC Augrabies xii. NC Namakwa xiii. NC Richtersveld xiv. WC Agulhas xv. WC Bontebok xvi. WC Table Mountain xvii. WC West Coast xviii. WC Tankwa-Karoo xix. MP Kruger	Implementation of infrastructure maintenance work in 19 National Parks supported and monitored	Implementation of infrastructure maintenance work in 19 National Parks supported and monitored	Implementation of infrastructure maintenance work in 19 National Parks supported and monitored	Implementation of infrastructure maintenance work in 19 National Parks supported and monitored
	2. Infrastructure maintenance programme implemented in one state owned asset in all provinces	Implementation of infrastructure maintenance programme supported and monitored in one state owned asset in each province	Implementation of infrastructure maintenance programme supported and monitored in one state owned asset in each province	Implementation of infrastructure maintenance programme supported and monitored in one state owned asset in each province	Implementation of infrastructure maintenance programme supported and monitored in one state owned asset in each province

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
	3. Support the Implementation of 30 Community-based Tourism Projects: i. LP Phiphidi Waterfall ii. LP The Oaks Lodge iii. LP Matsila Lodge iv. LP VhaTsonga village v. MP Mnisi Resort vi. LP Ngove vii. LP Tisane viii. FS QwaQwa Guest House ix. FS Vredefort Dome x. FS Monotsha xi. NW Manyane Lodge xii. NW Lotlamoreng Dam xiii. NC Platfontein Lodge xiv. NC Kamiesburg xv. KZN Muzi Pan xvi. EC Maluti Hiking Trail xvii. EC Mthonsi Lodge xviii. EC Qatywa Lodge xix. EC Nyandeni Chalets xx. EC Western Tembuland xxi. KZN Anton Lembede Museum eThekwini Municipality xxii. NC McGregor Museum xxiii. KZN AmaHlubi Cultural Heritage xxiv. NC & NW Sol Plaatjie Museum xxv. NW Lehurutshe Liberation Heritage Museum xxvi. MP Numbi Gate xxvii. LP Nandoni Dam xxviii. LP Tshathogwe Game Farm xxix. LP Mtititi Game Farm xxx. LP Mapate Recreational Social Tourism Facility.	Implementation of 30 Community-based Tourism Projects supported and monitored	Implementation of 30 Community-based Tourism Projects supported and monitored.	Implementation of 30 Community-based Tourism Projects supported and monitored	Implementation of 30 Community-based Tourism Projects supported and monitored
3. Number of work opportunities created through Working for Tourism projects	3 826 Work opportunities created	574 Work opportunities created	956 Work opportunities created	956 Work opportunities created	1 340 Work opportunities created

5.11 Planned performance over the medium-term period

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

During the medium-term, the Programme's response will align with the following areas in the Tourism Sector Recovery Plan:

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

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

Strategic Intervention 3: Launch an investment and resource mobilisation programme

- Resource and investment mobilisation efforts to support supply requirements of the COVID-19 era will continue. This support will be provided through **investment promotion efforts for both existing (Brownfield) and new (Greenfield) projects**. Project packaging is a key enabler for successful investment promotion efforts. The key risk at present is that there is high global demand for investors and this may hamper resource and investment mobilization efforts.

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

- A critical part of the recovery effort is to ensure that, while travel volumes have almost ground to a halt, the supply side of the sector is protected and rejuvenated. **Tourism infrastructure development and maintenance works of products and attractions** will create job and SMME opportunities, in compliance with the PFMA. There is substantial scope for labour intensive work through construction work and maintenance contracts to promote SMME development, Broad-Based Black Economic Empowerment (B-BBEE), involvement of women and youth, and local employment coupled with appropriate enterprise development. The programme measures the quality of product offerings, to enhance the visitor experience that will be implemented in the medium-term in order to improve destination competitiveness.
- A key intervention to protect tourism supply is the implementation of a **Tourism Infrastructure Maintenance Programme of state-owned assets**. The planned initiative involves destination enhancement of South African tourism assets and infrastructure making South Africa a diverse and unique tourism destination. The focus is on **diversifying and enhancing tourism product offerings**, with specific reference to improving and upgrading experiences at key tourism sites such as at **World Heritage Sites, National Heritage Sites, National Parks, Botanical Gardens, Indi-Atlantic Route**, **Rural/Township precincts.**
- Another key intervention in this area of work is the investment in the **development of community owned tourism assets** to support inclusive economic growth, product diversification and geographic spread. The key risks for this infrastructure programme relates to third party reliance and operational models. However, effective stakeholder compacts, contract management and early operator involvement in mobilising operational expertise and funding are key enablers to mitigate these risks.

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

5.12 Programme Resource Consideration

Rand Thousand	2017/18 Audited outcome	2018/19 Audited outcome	2019/20 Audited outcome	2020/21 Revised Estimate	2021/22 Revised Baseline	2022/23 Revised Baseline	2023/24 Revised Baseline
Sub-programmes							
Destination Development Management	32 696	19 667	11 944	34 838	33 284	28 122	10 345
Tourism Enhancement	16 038	17 590	18 271	23 255	24 547	24 946	25 290
Destination Planning and Investment Coordination	45 140	22 183	23 611	29 670	31 121	31 640	32 088
Working for Tourism	339 655	339 007	376 185	378 131	216 615	230 508	232 212
Total	**433 529**	**398 447**	**430 011**	**465 894**	**305 567**	**315 216**	**299 935**
Economic classification	-	-	-				
Current payments	**177 982**	**269 100**	**419 293**	**465 765**	**305 432**	**315 076**	**299 791**
Compensation of employees	48 963	53 426	54 206	57 087	55 868	55 867	55 868
Goods and services	129 019	215 674	365 087	408 678	249 564	259 209	243 923
Of which:							
Consultants: Business and advisory services	2 084	7 390	5 466	24 005	23 620	19 670	4 322
Contractors	142	110 001	72	149 058	21 866	27 511	28 977
Agency and support/outsourced services	-	-	166 899	86 478	58 084	60 871	60 871
Travel and subsistence	7 193	10 195	13 239	18 656	24 591	24 938	25 733
Training and development	115 558	83 896	168 264	119 876	110 731	115 686	113 770
Transfers and subsidies	**85 631**	**63 560**	**37**	**-**	**-**	**-**	**-**
Public corporations and private enterprises	600	-	-	-	-	-	-
Households	85 031	63 560	37	-	-	-	-
Payments for capital assets	**169 867**	**65 609**	**10 502**	**129**	**135**	**140**	**144**
Buildings and other fixed structures	169 118	64 856	10 102	-	-	-	-
Machinery and equipment	749	753	400	129	135	140	144
Payments for financial assets	**49**	**178**	**179**	**-**	**-**	**-**	**-**
Total	**433 529**	**398 447**	**430 011**	**465 894**	**305 567**	**315 216**	**299 935**

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

Destination Development has a budget allocation of R305.6 million for 2021/2022 of which R216.6 million is allocated to the Working for Tourism sub-programme. Working for Tourism represents 70.9 per cent of the budget of the total programme. Working for Tourism consists of the Expanded Public Work Programme and Expanded Public Work Incentive Programme. R55.9 million is allocated to Compensation of Employees for the branch.

Programme 4: Tourism Sector Support Services

Purpose: Enhance transformation, increase skill levels and support the development of the sector to ensure that South

Africa is a competitive tourism destination.

Sub-programmes and Purpose:

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

5.13 Outcomes, Outputs, Performance Indicators and Targets

Table 7: Outcomes, Outputs, Performance Indicators and Targets

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Outcome: Increase the tourism sector's contribution to inclusive economic growth.						
Output: To accelerate the transformation of the tourism sector.						
Output Indicator 1: Number of incentive programmes implemented.						
Four incentive programmes supported with funding: 1. Market access 2. Tourism grading 3. Energy efficiency 4. Universal Accessibility (pilot)	**Four incentive programmes were implemented:** 1. Market Access Support Programme. 2. Tourism Grading Support Programme. 1. Green Tourism Incentive Programme. 2. Tourism Transformation Fund.	**Four incentive programmes implemented:** 1. Market Access Support Programme. 2. Tourism Grading Support Programme. 3. Green Tourism Incentive Programme. 4. Tourism Transformation Fund.	-	**Two incentive programmes implemented:** 1. Tourism Equity Fund (TEF) Implemented (4 adjudication meetings held) 2. Green Tourism Incentive Programme (GTIP) Implemented (4 adjudication meetings held).	**Two incentive programmes implemented:** 1. TEF Implemented. 2. GTIP Implemented.	**Two incentive programmes implemented:** 1. TEF Implemented. 2. GTIP Implemented.
Outcome: Increase the tourism sector's contribution to inclusive economic growth.						
Output: Programme aimed at stimulating domestic tourism implemented.						
Output Indicator 2: Number of programmes implemented to stimulate domestic tourism growth.						
-	-	-	**One initiative implemented to stimulate domestic tourism growth:** Implementation of Domestic Tourism Scheme.	**One programme implemented:** Domestic Tourism Scheme implemented.	**One programme implemented:** Domestic Tourism Scheme implemented.	-

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Output: Increase participation of the SMMEs in the Tourism Sector for inclusive economic growth.						
Output Indicator 3: Number of programmes implemented to increase participation of the SMMEs in the Tourism Sector for inclusive economic growth.						
· Two existing incubators were supported. · Two existing incubators were supported. · Business support services portal was finalised.	Four existing incubators supported: · Pilanesberg · Mier · Phalaborwa · Manyeleti incubators	Four existing incubators supported: · Pilanesberg · Mier · Phalaborwa · Manyeleti incubators	**Two initiatives implemented to support tourism SMME:** 1. Implementation of five incubators: · Mier · Phalaborwa · Manyeleti · Technology Innovation Incubator · Tour Operator Incubator 2. Empower youth trained in food services to become owners and operators in the food services business (including virtual platforms).	**One programme:** **Incubation Programme implemented to support tourism SMMEs through the following Incubators** (Business support and development): 1. Manyeleti Incubator 2. Phalaborwa Incubator 3. Mier Incubator 4. Tech Incubator 5. Tour Operator incubator 6. Food Services Incubator 7. Two (2) community-based enterprises incubation programmes.	**One programme:** **Incubation Programme implemented to support tourism SMMEs through the following Incubators** (Business support and development): 1. Tech Incubator 2. Tour Operator 3. Food Services Incubator 4. Two (2) community-based enterprises incubation programmes.	-
Output Indicator 4: Number of initiatives implemented to increase participation of women in the tourism sector.						
			Two initiatives implemented to increase participation of women in the tourism sector: 1. Implement WiT Enterprise Development Programme for up to 25 women in each of the nine provinces 2. Implement UNWTO WiT Pilot Project in Limpopo.	**Two initiatives implemented:** 1. Implementation of Women in Tourism Business Development and Support Programme for 225 women: 25 women-owned SMMEs per Province (9 Provinces). 2. Implementation of UNWTO Women In Tourism Pilot Programme in Limpopo Province: Vhembe and Mopani Districts.	**One initiative implemented:** Implementation of UNWTO Women in Tourism Pilot Programme in Limpopo Province: Vhembe and Mopani Districts.	-

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Output: Prioritised programmes implemented to enhance visitor service and experiences.						
Output Indicator 5: Number of programmes implemented to enhance visitor service and experiences.						
-	-	-	**Three programmes implemented to enhance visitor service and experiences:** 1. Implement service excellence with focus on customer centric approach using On-line round table discussions and media campaign.	**Two programmes implemented to enhance visitor services and experience:** 1. Implementation of Service Excellence programme (SANS 1197) in two (2) provinces to enhance service levels standards of tourism products: · Northern Cape · Limpopo	**Two programmes implemented to enhance visitor services and experience:** 1. Implementation of Service Excellence programme (SANS 1197) in two (2) provinces to enhance service levels standards of tourism products: · Northern Cape · Limpopo	**Two programmes implemented to enhance visitor services and experience:** 1. Implementation of Service Excellence programme (SANS 1197) in two (2) provinces to enhance service levels standards of tourism products: · Northern Cape · Limpopo
-	Training was implemented in the following provinces: · Gauteng (194) · Mpumalanga (238) · Eastern Cape (167)	Tourism Monitors Programme was implemented in all provinces in terms of deployment of Tourism Monitors in identified tourism attractions aligned to the safety hotspots in all provinces.	-	2. Implementation of the Tourism Monitors Programme nationally in line the project plans: · Provinces: GP, WC, NC, EC, LP, FS, KZN, NW, MP · SANBI · SANParks · iSimangaliso	2. Implementation of the Tourism Monitors Programme nationally. · Provinces: GP, WC, NC, EC, LP, FS, KZN, NW, MP · SANBI, · SANParks, · iSimangaliso	2. Implementation of the Tourism Monitors Programme nationally. · GP, WC, NC, EC, LP, FS, KZN, NW, MP, · SANBI, · SANParks, · iSimangaliso

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Output: Enhance skills in the tourism sector.						
Output Indicator 6: Number of capacity building programmes implemented:						
			Five capacity building programmes implemented:	**Ten capacity building programmes implemented:**	**Ten capacity building programmes implemented:**	**Ten capacity building programmes implemented:**
Two tourist guiding skills development programmes developed and implemented: · Up-skilling of existing tourist guides at WHS (Mapungubwe and uKhahlamba) · Training of new entrants in adventure guiding	Two programmes to capacitate tourist guides were fully implemented and one was partly implemented: · Upskilling of tourist guides in Isimangaliso Wetlands Park was completed · Upskilling of tourist guides at Kruger National Park was done · New entrants as tourist guides in the Eastern Cape and Limpopo provinces were trained	20 tourist guides trained in Mandarin.	1. One programme to capacitate tourist guides implemented (Mandarin training).	1. One programme to capacitate tourist guides implemented in the following provinces: · NW · NC · FS	1. One programme to capacitate tourist guides implemented in the following provinces: · NW · NC · FS	1. One programme to capacitate tourist guides implemented. in the following provinces: · NW · NC · FS
500 learners were enrolled in the Food Safety Programme.	-	1 500 unemployed youth in the Food Safety Programme were not enrolled.	2. Food Safety Quality Assurer Programme implemented in the nine provinces targeting 500 youth.	2. Food Safety Quality Assurer Programme with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three provinces (KZN, WC & GP) targeting 300 unemployed and retrenched youth.	2. Food Safety Quality Assurer Programme with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three provinces targeting 300 unemployed and retrenched youth.	2. Food Safety Quality Assurer Programme with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three provinces targeting 300 unemployed and retrenched youth.

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
-	-	-	-	3. CHEF / Professional Cookery with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three Provinces (NW, FS and NC) targeting 300 for unemployed and retrenched youth.	3. CHEF / Professional Cookery with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three Provinces targeting 300 for unemployed and retrenched youth.	3. CHEF / Professional Cookery with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three Provinces targeting 300 for unemployed and retrenched youth.
300 youth were enrolled in the Sommelier Training Course.	300 unemployed youth were enrolled in the Sommelier Training Programme.	Wine Service Training. Programme targeting 300 youth.	3. Wine Service Training Programme implemented targeting 252 youth.	4. Wine Service Training Programme (Sommelier) with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in three provinces (KZN, WC and NC) for 252 unemployed and retrenched youth.	4. Wine Service Training Programme (Sommelier) with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in two provinces for 252 unemployed and retrenched youth.	4. Wine Service Training Programme (Sommelier) with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in two provinces for 252 unemployed and retrenched youth.
2 000 youth were enrolled in the Hospitality Service Training Programme.	Hospitality Youth Programme was implemented, with 643 learners enrolled in Accommodation, Food and Beverages.	Hospitality Youth Programme implemented targeting 3 900 unemployed youth.	4. Finalisation of the Hospitality Youth Programme (HYP) Fast Food implemented in the KZN, WC (cluster 1 and 2), NW, GP and MP provinces.	5. Hospitality Youth Programme (HYP) Food and Beverage with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in all nine provinces targeting 1 000 unemployed and retrenched youth.	5. Hospitality Youth Programme (HYP) Food and Beverage with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in all nine provinces targeting 1 000 unemployed and retrenched youth.	5. Hospitality Youth Programme (HYP) Food and Beverage with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in all nine provinces targeting 1 000 unemployed and retrenched youth.

Annual Targets						
Audited/Actual Performance			Estimated Performance	MTEF Period		
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
40 black women were enrolled at an institution of higher learning for the Executive Development Programme.	Training of 40 women in the Executive Development Programme was facilitated	Executive Development Programme: 20 black women trained	5. 20 women enrolled in Executive Development Programme for WiT	6. 20 women enrolled in Executive Development Programme for WiT	6. 20 women enrolled in Executive Development Programme for WiT	6. 20 women enrolled in Executive Development Programme for WiT
-	-	-	-	7. 30 Chefs supported through RPL process for a qualification	7. 30 Chefs supported through RPL process for a qualification	7. 30 Chefs supported through RPL process for a qualification
-	-	-	-	8. 225 SMMEs trained on norms and standards for safe tourism operations, in all nine provinces targeting Villages, Townships, and Small Towns: 25 per provinces	8. 225 SMMEs trained on norms and standards for safe tourism operations, in all nine provinces targeting Villages, Townships, and Small Towns: 25 per provinces	8. 225 SMMEs trained on norms and standards for safe tourism operations, in all nine provinces targeting Villages, Townships, and Small Towns: 25 per provinces
National Tourism Careers Expo (NTCE) was convened.	NTCE was convened	NTCE 2019 was hosted in partnership with NW, Department of Tourism and CATHSSETA	-	9. National Tourism Careers Expo (NTCE) 2021 hosted	9. NTCE 2022 hosted	9. NTCE 2023 hosted
-	-	-	-	10. Implementation of Educators development programme in all nine provinces	10. Implementation of Educators development programme in all nine provinces	10. Implementation of Educators development programme in all nine provinces

5.14 Indicators, Annual and Quarterly Targets

Table 8: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
1. Number of incentive programmes implemented.	**Two incentive programmes implemented:**				
	1. Tourism Equity Fund (TEF) applications approved in 2021/22 (four adjudication meetings)	One Adjudication meeting held for TEF	One Adjudication meeting held for TEF	One Adjudication meeting held for TEF	One Adjudication meeting held for TEF
	2. Green Tourism Incentive Programme (GTIP) applications approved in 2021/22 (four adjudication meetings)	One Adjudication meeting held for GTIP	One Adjudication meeting held for GTIP	One Adjudication meeting held for GTIP	One Adjudication meeting held for GTIP
2. Number of programmes implemented to stimulate domestic tourism growth.	**One programme implemented:**				
	Implementation of the Domestic Tourism Scheme.	Service provider(s) to implement the Domestic Tourism Scheme appointed	Domestic Tourism Scheme implemented	Domestic Tourism Scheme implemented	Domestic Tourism Scheme implemented and annual report developed

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
3. Number of programmes implemented to increase participation of the SMMEs in the Tourism Sector for inclusive economic growth.	**One programme:**				
	Incubation Programme implemented to support tourism SMMEs through the following Incubators (Business support and development): 1. Manyeleti Incubator 2. Phalaborwa Incubator 3. Mier Incubator 4. Tech Incubator 5. Tour Operator Incubator 6. Food Services Incubator 7. Two (2) community-based enterprises incubation programmes	Eight business support and development Incubation Programme implemented through the following: Final year implementation of the following three incubators: 1. Manyeleti 2. Phalaborwa 3. Mier	Eight business support and development Incubation Programme implemented through the following: Final year implementation of the following three incubators: 1. Manyeleti 2. Phalaborwa 3. Mier	Eight business support and development Incubation Programme implemented through the following: Final year implementation of the following three incubators: 1. Manyeleti 2. Halaborwa 3. Mier	Eight business support and development Incubation Programme implemented through the following: Close out reports for the following three Incubators submitted: 1. Manyeleti 1. Phalaborwa 2. Mier
		Planning of the following three incubators finalised: 4. Tech Incubator 5. Tour Operator Incubator 6. Food Services Incubator	Implementation of the following five Incubators: 1. Tech Incubator. 2. Tour Operator Incubator 3. Food Services Incubator. 4. Two (2) community-based enterprises incubation programmes	Implementation of the following five Incubators: 1. Tech Incubator. 2. Tour Operator Incubator 3. Food Services Incubator. 4. Two (2) community-based enterprises incubation programmes	Annual implementation report submitted for the following five Incubators: 1. Tech Incubator Annual Report submitted. 2. Tour Operator Incubator: Annual Report submitted. 3. Food Services Incubator: Annual Report submitted. 4. Two (2) community-based enterprises incubation programmes: Annual Report submitted
		Appointment of service provider(s) for the following: 7. Two (2) community-based enterprises incubation programmes			

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
4. Number of initiatives implemented to increase participation of women in the tourism sector.	**Two initiatives implemented:**				
	1. Implementation of Women in Tourism Business Development and Support Programme for 225 women: 25 women-owned SMMEs per Province (9 Provinces).	WiT Business Development and Support Programme: · Service provider(s) for the implementation of (WiT) Business Development and Support Programme appointed. · WiT Business Development and Support Programme launched.	WiT Business Development and Support Programme implemented to support 25 women-owned SMMEs per Province (9 Provinces).	WiT Business Development and Support Programme implemented to support 25 women-owned SMMEs per Province (9 Provinces).	Annual Report on the WiT Business Development and Support Programme implemented for 225 women: 25 women-owned SMMEs per Province (9 Provinces).
	2. Implementation of UNWTO Women In Tourism Pilot Programme in Limpopo Province: Vhembe and Mopani Districts.	· Service provider(s) to implement the UNWTO Pilot Programme in Limpopo Province appointed. · UNWTO Pilot Programme launched in Limpopo Province: Mopani and Vhembe Districts.	Implement the UNWTO Pilot Programme in Limpopo Province: Mopani and Vhembe Districts.	Implement the UNWTO Pilot Programme in Limpopo Province: Mopani and Vhembe Districts.	Annual Report submitted for the UNWTO Pilot Programme implemented in Limpopo Province.
5. Number of programmes implemented to enhance visitor service and experiences.	**Two programmes implemented:**				
	1. Implementation of Service Excellence Programme (SANS 1197) in two (2) provinces to enhance service levels standards of tourism products: · Northern Cape · Limpopo	Stakeholder engagement on the approach and endorsement of the implementation of Service Excellence Programme.	Gaps identified through service levels assessment and needs analysis process completed.	Provincial Service Excellence Matrix Teams for Capacity Building process established.	· Provincial Legacy teams established. · Round Table Discussions and the Media Dialogue hosted.
	2. Implementation of the Tourism Monitors Programme nationally in line the project plans: · Provinces: GP, WC, NC, EC, LP, FS, KZN, NW, MP · SANBI · SANParks · iSimangaliso	Quarterly report on the Implementation of the Tourism Monitors programme in line with the project plans. GP, WC, NC, EC, LP, FS, KZN, NW, MP, SANBI, SANParks, iSimangaliso	Quarterly report on the Implementation of the Tourism Monitors programme in line with the project plans. GP, WC, NC, EC, LP, FS, KZN, NW, MP, SANBI, SANParks, iSimangaliso	Quarterly report on the Implementation of the Tourism Monitors programme in line with the project plans. GP, WC, NC, EC, LP, FS, KZN, NW, MP, SANBI, SANParks, iSimangaliso	Quarterly report on the Implementation of the Tourism Monitors programme in line with the project plans. GP, WC, NC, EC, LP, FS, KZN, NW, MP, SANBI, SANParks, iSimangaliso

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
6. Number of capacity building programmes implemented.	**Ten capacity-building programmes implemented:**				
	1. One programme to capacitate tourist guides implemented in the following provinces in line with projects plans. · North West (NW) · Northern Cape (NC) · Free State (FS)	Recruitment, selection and orientation of learners from identified provinces for Training Programme to capacitate tourist guides undertaken.	Programme to capacitate tourist guides implemented in three provinces.	Programme to capacitate tourist guides implemented in three provinces.	Training Programme to capacitate tourist guides implemented in three provinces.
	2. Food Safety Quality Assurer Programme with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three provinces (KZN, WC and GP) in line with projects plans, targeting 300 unemployed and retrenched youth.	Recruitment, selection and orientation of learners from identified provinces undertaken.	Food Safety Quality Assurer Programme implemented with training on norms and standards for tourism operations.	Food Safety Quality Assurer Programme implemented with training on norms and standards for tourism operations in the three provinces.	Food Safety Quality Assurer Programme implemented with training on norms and standards for tourism operations in the three provinces.
	3. CHEF / Professional Cookery with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in the three Provinces (NW, FS and NC) in line with projects plans, targeting 300 for unemployed and retrenched youth.	Recruitment, selection and orientation of learners from identified provinces undertaken.	Chef / Professional Cookery implemented with training on norms and standards for tourism operations.	Chef / Professional Cookery implemented with training on norms and standards for tourism operations in the three provinces.	Chef / Professional Cookery implemented with training on norms and standards for tourism operations in the three provinces.
	4. Wine Service Training Programme (Sommelier) with training on norms and standards for safe tourism operations, including COVID-19 Protocols implemented in three (KZN, WC and NC) provinces in line with projects plans for 252 unemployed and retrenched youth.	Recruitment, selection and orientation of learners from identified provinces undertaken.	Wine Service Training Programme (Sommelier) implemented with training on norms and standards for tourism operations.	Wine Service Training Programme (Sommelier) implemented with training on norms and standards for tourism operations in the two provinces.	Wine Service Training Programme (Sommelier) implemented with training on norms and standards for tourism operations in the two provinces.
	5. Hospitality Youth Programme (HYP) Food and Beverage with training on norms and standards for safe tourism operations including COVID-19 Protocols implemented in the nine provinces, in line with projects plans, targeting 1 000 unemployed and retrenched youth.	Recruitment, selection and orientation of learners from identified provinces undertaken.	HYP implemented with training on norms and standards for tourism operations.	HYP implemented with training on norms and standards for tourism operations in all nine provinces.	HYP implemented with training on norms and standards for tourism operations in all nine provinces.

Output Indicator	Annual Target 2021/22	Quarterly Targets			
		Q1:	Q2:	Q3:	Q4:
	6. Twenty women enrolled in Executive Development Programme for WiT.	Quarterly progress report submitted on 20 women enrolled in Executive Development Programme for WiT.	Quarterly progress report submitted on 20 women enrolled in Executive Development Programme for WiT.	Quarterly progress report submitted on 20 women enrolled in Executive Development Programme for WiT.	Quarterly progress report submitted on 20 women enrolled in Executive Development Programme for WiT.
	7. Thirty Chefs supported through Recognition of Prior Learning process for a qualification in line with the project plan.	Procurement process for the service provider undertaken.	Recruitment, selection, and induction of learners completed.	Project Plan for support of 30 Chefs through RPL process implemented and progress report developed.	30 Chefs supported through implementation of RPL process in line with the project plan.
	8. Two hundred and twenty five SMMEs trained on norms and standards for safe tourism operations in all nine provinces targeting Villages, Townships, and Small Towns: 25 per provinces.	· Procurement process for the service provider undertaken. · Recruitment, selection and induction of 225 SMMEs (25 per province) undertaken.	Project Plan for training of 225 SMMEs (25 per province) on norms and standards for safe tourism operations for Villages, Townships, and Small Towns implemented and report developed.	Project Plan for training of 225 SMMEs (25 per province) on norms and standards for safe tourism operations for Villages, Townships, and Small Towns implemented and report developed.	Project Plan for training of 225 SMMEs (25 per province) on norms and standards for safe tourism operations in all nine provinces targeting Villages, Townships, and Small Towns implemented.
	9. National Tourism Careers Expo (NTCE) 2021 Hosted.	· Project plan for NTCE 2021 developed. · Provinces consulted on Project Plan and hosting of Tourism Careers Expo 2021 · Project plan on hosting of Tourism Careers Expo 2021 approved by all provinces.	Implementation of Tourism Careers Expo 2021 Project Plan.	· NTCE 2021 hosted. · Implementation of NTCE 2021 Project Plan.	· Close- Out Report on NTCE 2021 submitted. · Preparation for 2022 NTCE.
	10. Implementation of Educators Development Programme in all nine provinces.	· Stakeholder engagement needs analysis conducted. · Implementation Plan developed and approved.	Educators Development Programme implemented and progress report developed.	Educators Development Programme implemented and progress report developed.	Educators Development Programme implemented in all nine provinces and annual report developed.

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.

Enterprise Development and Transformation

Transformation is one of the key pillars of the NDP, and the main driver for inclusive economic growth and job creation. Following the amendment of the Generic Codes for B-BBEE by the 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. Responsible tourism is key in ensuring the sustainable usage of tourism resources in order to ensure that future generations also benefit from these resources. Through the implementation of Responsible Tourism, South Africa is responding to the risks of unsustainable tourism, by adopting a co-ordinated approach to Responsible Tourism. The Department will review its Tourism Environmental Implementation Plan developed in 2017 and will finalise the Climate Change Adaptation Report to ensure sustainability of the identified tourism sites in the nine provinces to be competitive, thus contributing to tourism growth.

The Domestic Tourism Growth Strategy aims to increase domestic tourism expenditure (revenue); domestic tourism value; enhancing measures and efforts aimed at addressing seasonality and equality geographical spread; and enhancing the level of culture of travel and tourism among South Africans.

Visitor Support Services

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

The well-being of tourist guides also contributes to the experience of our visitors and tourists. The Tourism Act, No. 3 of 2014 regulates the tourist guiding sector including the behaviour and conduct of tourist guides through the code of conduct. Programmes related to training and capacity building of this important sector will be undertaken in line with the global marketing strategy of the country to ensure that tourist guiding provide excellent and memorable experience to back up the sector as it continues to recover from the COVID-19 pandemic.

Tourism Sector Human Resource Development

Great advances have been made in the introduction of tourism and hospitality to the formerly disadvantages schools that are mostly found in rural arears and townships. Tourism is a new learning area; it was also one of those subjects that were construed as a new strategy to advance job opportunities in South Africa. Teaching of tourism in South Africa takes place in public and private high schools and universities especially since 1996. It is envisioned that our programmes would benefit mostly learners from the previously disadvantaged communities, including a focus on the development of women to participate meaningfully as executives in the tourism workplace or as business owners.

5.16 Programme Resource Consideration

Rand Thousand	2017/18 Audited outcome	2018/19 Audited outcome	2019/20 Audited outcome	2020/21 Revised Estimate	2021/22 Revised Baseline	2022/23 Revised Baseline	2023/24 Revised Baseline
Sub-programmes							
Destination Development Management	32 696	19 667	11 944	34 838	33 284	28 122	10 345
Tourism Enhancement	16 038	17 590	18 271	23 255	24 547	24 946	25 290
Destination Planning and Investment Coordination	45 140	22 183	23 611	29 670	31 121	31 640	32 088
Working for Tourism	339 655	339 007	376 185	378 131	216 615	230 508	232 212
Total	**433 529**	**398 447**	**430 011**	**465 894**	**305 567**	**315 216**	**299 935**
Economic classification	-	-	-				
Current payments	**177 982**	**269 100**	**419 293**	**465 765**	**305 432**	**315 076**	**299 791**
Compensation of employees	48 963	53 426	54 206	57 087	55 868	55 867	55 868
Goods and services	129 019	215 674	365 087	408 678	249 564	259 209	243 923
Of which:							
Consultants: Business and advisory services	2 084	7 390	5 466	24 005	23 620	19 670	4 322
Contractors	142	110 001	72	149 058	21 866	27 511	28 977
Agency and support/outsourced services	-	-	166 899	86 478	58 084	60 871	60 871
Travel and subsistence	7 193	10 195	13 239	18 656	24 591	24 938	25 733
Training and development	115 558	83 896	168 264	119 876	110 731	115 686	113 770
Transfers and subsidies	**85 631**	**63 560**	**37**	**-**	**-**	**-**	**-**
Public corporations and private enterprises	600	-	-	-	-	-	-
Households	85 031	63 560	37	-	-	-	-
Payments for capital assets	**169 867**	**65 609**	**10 502**	**129**	**135**	**140**	**144**
Buildings and other fixed structures	169 118	64 856	10 102	-	-	-	-
Machinery and equipment	749	753	400	129	135	140	144
Payments for financial assets	**49**	**178**	**179**	**-**	**-**	**-**	**-**
Total	**433 529**	**398 447**	**430 011**	**465 894**	**305 567**	**315 216**	**299 935**

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

Great advances have been made in the introduction of tourism and hospitality to the formerly disadvantages schools that are mostly found in rural arears 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. It was also assumed and thought that tourism will benefit mostly learners from the previously disadvantaged communities. Teaching of tourism in South Africa takes place in public and private highly schools and universities especially since 1996. The capacity to deal with tourism challenges is still a problem at the provisioning.

6. UPDATED KEY RISKS

Table 9: Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Increase the tourism sector's contribution to inclusive economic growth.	Inability to meet the Tourism B-BBEE Sector Code targets to facilitate radical economic transformation within tourism sector.	· Support the Tourism Transformation Charter Council of South Africa to be independent from the Department of Tourism to enable improved monitoring of transformation. · Establish mechanism for monitoring and reporting of sector transformation targets.
	Inability to create an enabling legislative and regulatory environment for tourism development and growth.	Policy review on tourism promotion and development.
	Norms and standards for safe operations in tourism sector not implemented.	Encourage the sector to implement norms and standards for safe tourism operations.
	Poor brand reputation, and potential visitors' perceptions about safety of destination South Africa.	· Develop policy directives to SA Tourism regarding strengthening of the destination brand. · Collaborate with Police Services to improve safety for tourists. · Develop and drive campaigns, messaging to promote domestic tourism locally and internationally.
	Decline in supply side products and services following the COVID-19 pandemic.	Participation in the development and implementation of the Tourism Recovery Plan.
	Negative effect of public health emergencies due to global outbreaks.	· Strengthen performance of domestic market. · Collaborate with health authorities to ensure appropriate messaging about South Africa is communicated. · Engage Host Employers to health programmes to be implemented to foster customer confidence.
	Negative impacts of climate change (including natural disasters).	· Create awareness about vulnerability of Destination South Africa and necessary mitigations. · Drive responsible tourism for the sustainability of South Africa's unique attractions.
	Negative impacts on the implementation of signed bilateral agreements due to global health outbreaks of pandemics such Covid-19.	Cooperate with counterparts to find solutions to deal with such conditions whilst contributing to the promotion and development of the tourism sector.
	Negative impact of COVID-19 to employment creation.	Targeted approach to employment creation for the retrenched.
	Poor implementation of signed bilateral agreements due to health outbreaks and political instability.	Identify projects, options and available platforms to ensure that the implementation on signed MoU/ Agreements is possible.
	Capacity of SA Tourism to fulfil their mandate.	Strengthen oversight on SA Tourism.

Outcome	Key Risk	Risk Mitigation
Achieve good corporate and cooperative governance.	Inadequate capacity for management of infrastructure and training projects.	Ensure the transfer of knowledge and skills by the DBSA in the management of infrastructure projects
	Inadequate contract management by project managers.	· Awareness on conclusion of quality contracts, vetting processes, Guarantees and Warranties. · Strengthen contract enforcement capacity. · Engage Service Providers to manage the completion of current contracts operating during COVID-19. · Strengthen project management, monitoring and reporting capacity of project managers. · Develop and implement systems for assessing project viability. · Develop and implement system for monitoring progress of projects.
	Inadequate impact evaluation of COVID-19 on the tourism sector.	Build networks with tourism associations to cover all enterprises in the sector.
	Inadequate understanding of the supply side of tourism.	Enforce the regulations by calling for information from tourism businesses, products and services to understand the entire supply side of tourism.
	Monopoly and collusive practices by suppliers.	· Monitor supplier pattern. · Encourage supplier rotation. · Supplier development initiatives.
	Corruption	Strengthen internal controls and apply consequence management.

7. PUBLIC ENTITY

Table 10: Public Entity

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R'000)
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: o Coordinating bidding for international conventions; o Liaising with other organs of state and suitable bodies to promote South Africa as a destination for business events; and o Reporting to the Minister on the work performance of the National Conventions Bureau. Additionally, the Minister assigned, in terms of section 44 of the Tourism Act, 2014, the implementation and management of the National Grading System for Tourism to the Board.	· Increase the tourism sector's contribution to inclusive economic growth. · Achieve good corporate and cooperative governance.	· 2021/22 R 1 297 038 · 2022/23 R 1 329 206 · 2023/24 R 1 344 672

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	Thirty Community-based Tourism Projects implemented in various parts of the country.	Destination Enhancement and Working for Tourism	Support the Implementation of Thirty Community-based Tourism Projects	Implementation of Thirty Community-Based Tourism Projects supported and monitored.	November 2020	30 October 2022	R 573 460 000	R 65 132 000 (**Note:** As these are multi-year projects, both the funding and implementation will be managed over multiple financial years).

9. PUBLIC PRIVATE PARTNERSHIP

None

PART D:
TECHNICAL INDICATOR DESCRIPTION (TID)

Table 13: Corporate Management

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

Indicator title	Output Indicator 2: Vacancy rate.
Definition	Measures 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 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	Performance lower than target is acceptable, i.e. vacancy rate lower than 10%
Indicator responsibility	Director: Human Resources Administration and Employee Relations

Indicator title	Output Indicator 3: Percentage compliance with equity targets in terms of departmental Employment Equity Plan.
Definition	Measures: · Percentage women representation in the Senior Management Service; · Percentage representation of people with disabilities as a proportion of the filled posts; · Percentage representation of black people as a proportion of filled posts.
Source of data	Persal System
Method of calculation/ assessment	Proportional representation of prioritised categories against filled posts, or against filled SMS posts for women representation
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 target is acceptable
Indicator responsibility	Director: Human Resources Administration and Employee Relations

Indicator title	Output Indicator 4: Percentage implementation of Workplace Skills Plan (WSP) with defined targeted training interventions.
Definition	Measures level of progress with implementation of the WSP, i.e. a guiding document that outlines the training and development interventions on which the department is planning to focus for a particular financial year.
Source of data	Progress report form HRD Unit
Method of calculation / assessment	Number of interventions implemented against the total planned for the year
Means of verification	Annual Training Report with evidence
Assumptions	Reliability of reports from the unit
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	Cumulative
Reporting cycle	Quarterly and Annual
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Human Resource Utilisation and Employee Health and Wellness

Indicator title	Output Indicator 5: Percentage implementation of the Annual Internal Audit Plan.
Definition	· Conduct internal audit activities in the field of governance and compliance audit, financial and forensic audit, audit of performance information and performance audit, information technology audit. · Develop a risk-based internal audit plan, which includes the priority areas identified for audit.
Source of data	Internal Audit Plan, Risk Register, AGSA Reports, Previous Internal Audit Reports and Management Requests.
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	Factors that are accepted as true and certain to happen without proof.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative (Year-End)
Reporting cycle	Quarterly
Desired performance	Improved risk management, control and governance processes
Indicator responsibility	Director: Internal Audit

Indicator title	Output Indicator 6: Departmental Communication Strategy and Awareness Campaign Plan implemented.
Definition	Measures the number of Implementations Plans and Awareness Campaigns implemented as per the Annual Communication Strategy.
Source of data	Communications Unit
Method of calculation / assessment	Simple count: number of plans implemented against strategy and Annual Campaigns Plans.
Means of verification	Reports from the unit with evidence
Assumptions	Reliability of reports from the unit
Disaggregation of beneficiaries (where applicable)	· Youth, Women, People with Disabilities · Community members · General public · Project Beneficiaries · Media and Journalists
Spatial transformation (where applicable)	Spatial distribution can be provided for specific projects
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Communications

Indicator title	Output Indicator 7: Percentage procurement of goods and services from B-BBEE compliant businesses and SMMEs.
Definition	Measures percentage expenditure from B-BBEE-compliant businesses and SMMEs.
Source of data	LOGIS and BAS system and Central Supplier Database (CSD).
Method of calculation/ assessment	Expenditure on procurement from B-BBEE compliant businesses and SMMEs as a proportion of total departmental expenditure.
Means of verification	Reports from OCFO with evidence.
Assumptions	Procurement from government institutions to be excluded.
Disaggregation of beneficiaries (where applicable)	Disaggregated information for women, SMMEs, PWDs.
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Financial Officer

Indicator title	Output Indicator 8: Number of initiatives implemented to support tourism sector recovery.
Definition	Measures the number of initiatives implemented to support the tourism sector recovery through targeted procurement of commercial venues for departmental conferences and meetings.
Source of data	LOGIS and BAS system and Central Supplier Database (CSD).
Method of calculation / assessment	Expenditure on procurement from B-BBEE compliant businesses and SMMEs as a proportion of total departmental expenditure.
Means of verification	Reports from OCFO with evidence.
Assumptions	Procurement from government institutions to be excluded
Disaggregation of beneficiaries (where applicable)	Disaggregated information for women, SMMEs, PWDs.
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Financial Officer

Indicator title	Output Indicator 9: Percentage of invoices paid within prescribed timeframes.
Definition	Measures percentage of 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	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Financial Officer

Indicator title	Output Indicator 10: Number of initiatives implemented to promote reasonable access
Definition	Measures the number of initiatives implemented to promote reasonable access.
Source of data	Organisational Development and Service Delivery Improvement Directorate.
Method of calculation / assessment	Simple count: Number of projects implemented against planned projects.
Means of verification	Reports from OD&SDI with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Data on number of people with disability who are beneficiaries of the initiatives.
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Organisational Development and Service Delivery Improvement

Indicator title	Output Indicator 11: Number of initiatives implemented to promote gender equity.
Definition	Measures the number of initiatives implemented to promote gender equity.
Source of data	Organisational Development and Service Delivery Improvement Directorate.
Method of calculation/ assessment	Simple count: Number of projects implemented against planned projects.
Means of verification	Reports from ODSDI with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Disaggregated data on gender.
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Organisational Development and Service Delivery Improvement

Indicator title	Output Indicator 12: Number of initiatives implemented to promote integrity and ethical conduct.
Definition	Measures the initiatives implemented to promote integrity and ethical conduct.
Source of data	Risk & Integrity Management Unit.
Method of calculation / assessment	Simple count: Number of projects implemented against planned initiatives
Means of verification	Reports from Risk and Integrity Management Unit
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 and Annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Director: Risk and Integrity Management

Table 14: Tourism Research, Policy and International Relations

Indicator title	Output Indicator 1: Number of monitoring and evaluation reports produced.
Definition	Measures the number of monitoring and evaluation reports produced to inform planning and decision-making.
Source of data	Online primary data will be collected on projects and programmes, WTTC, UNWTO, StatsSA, SA Tourism and Department of Tourism Reports as well as Reports from NTSS Work Streams.
Method of calculation/ assessment	· Simple count. · Quantitative and qualitative.
Means of verification	Reports from the unit.
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 and non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is desirable Dissemination of tourist information through modern platforms
Indicator responsibility	· Directors from Chief Directorate Research and Knowledge Management · Chief Director: Policy Planning and Strategy

Indicator title	Output Indicator 2: Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.
Definition	Measures the number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth.
Source of data	Consultations with organised and individual tourism stakeholders; reports from international tourism organisations; reports from relevant research institutions; recently approved documents and reports by the department and relevant reports from other government departments.
Method of calculation / assessment	Qualitative approach - progress reports.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit and cooperation from relevant stakeholders.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Creation of an enabling environment for the tourism sector to thrive
Indicator responsibility	Chief Director: Policy, Planning and Strategy; Director: Knowledge Management

Indicator title	Output Indicator 3: Number of SA Tourism oversight reports developed.
Definition	Measures the number of initiatives implemented to promote innovation in the South African Tourism Sector.
Source of data	Reports from relevant Units.
Method of calculation/ assessment	Simple count - number of initiatives conducted against planned initiatives.
Means of verification	Reports from the units with evidence.
Assumptions	Reliability of reports from the relevant units.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is desirable
Indicator responsibility	Director: Knowledge Management

Indicator title	Output Indicator 4: Number of Information and Knowledge Systems developed and implemented.
Definition	Measures the number of systems developed for tourism.
Source of data	Knowledge Management Unit.
Method of calculation / assessment	Simple count – number of systems developed against planned.
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
Reporting cycle	Annually
Desired performance	Performance higher than target is desirable
Indicator responsibility	Director: Knowledge Management

Indicator title	Output Indicator 5: Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings
Definition	Measures the number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings
Source of data	Reports from the International Relations Unit.
Method of calculation/ assessment	Simple count - number of initiatives produced against planned initiatives.
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
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is desirable
Indicator responsibility	Chief Director: International Relations and Cooperation

Indicator title	Output Indicator 6: Number of outreach programmes to the diplomatic community implemented
Definition	Measures the number of outreach programmes to the diplomatic community implemented
Source of data	Reports from the International Relations Unit.
Method of calculation / assessment	Simple count
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 and annually
Desired performance	Robust deliberations on the status of tourism in Africa, with specific reference to challenges and possible solutions to be adopted. These will be captured in a report, which will be shared with participants
Indicator responsibility	Chief Director: Africa and Middle East

Table 15: Destination Development

Indicator title	Output Indicator 1: Number of destination planning and investment coordination initiatives undertaken.
Definition	Measures number of destination planning and investment coordination initiatives that will be implemented in the medium term in order to support destination enhancement.
Source of data	Reports from the Unit.
Method of calculation/ assessment	Simple count – number of initiatives implemented against planned initiatives.
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 information on distribution of initiatives must be reported
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Destination Planning and Investment Coordination

Indicator title	Output Indicator 2: Number of destination enhancement initiatives supported.
Definition	Measures number of destination enhancement initiatives that will be implemented in the medium term in order to improve destination competitiveness.
Source of data	Reports from the Unit and Draft Tourism Recovery Plan.
Method of calculation / assessment	Simple count – number of initiatives implemented against planned initiatives.
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 information on distribution of initiatives must be reported
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Tourism Enhancement

Indicator Title	Output Indicator3: 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, through the use of labour-intensive methods targeting the unemployed, youth, women, people with disabilities and SMMEs. A work opportunity is an aid work created for an individual on an EPWP project for any period. The same person can be employed on different projects and each period of employment will be counted as a work opportunity.
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.
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)	Provide data on spatial distribution of beneficiaries
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Working for Tourism

Table 16: Tourism Sector Support Services

Indicator title	Output Indicator 1: Number of incentive programmes implemented.
Definition	Measures the number of transactions supported under the Tourism Equity Fund (TEF) implemented through the Small Enterprise Finance Agency (SEFA) to stimulate inclusive tourism development and sector transformation through funding support for large scale capital investment in the tourism sector by black tourism industrialists.
Source of data	Reports received from SEFA as the implementation partner on the TEF.
Method of calculation/ assessment	Simple count
Means of verification	Reports from the unit
Assumptions	· Sufficient applications and uptake of programmes. · Efficient administrative processes of implementation partner.
Disaggregation of beneficiaries (where applicable)	Yes, in terms of gender, ownership and transformation status.
Spatial transformation (where applicable)	Yes, in terms of geographic spread of beneficiaries
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Tourism Incentive Programme

Indicator title	Output Indicator 2: Number of programmes implemented to stimulate domestic tourism
Definition	Measures the number of initiatives implemented to stimulate domestic tourism.
Source of data	Domestic Tourism Facilitation
Method of calculation / assessment	4 initiatives planned, 1 completed, 3 to be completed in Q4.
Means of verification	Reports with evidence.
Assumptions	Reliability of reports from the unit.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Gauteng, North West, Western Cape and KwaZulu-Natal
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Enterprise Development and Transformation

Indicator title	Output Indicator 3: Number of programmes implemented to increase participation of the SMMEs in the tourism sector for inclusive economic growth.
Definition	Assesses non-financial support provided to SMMEs (Six incubators and business support programmes and youth in the food services business) for enterprise development and growth.
Source of data	Enterprise Development and Transformation Chief Director: Enterprise Development.
Method of calculation/ assessment	4 operational and 2 close to inception pending finalisation of project management.
Means of verification	Reports from the unit with evidence.
Assumptions	Reliability of reports from the unit
Disaggregation of beneficiaries (where applicable)	Planned targets and budgets for the 2021/22 and 2022/23. of the Incubation projects are 60% women, 25% youth and 5% people living with disabilities
Spatial transformation (where applicable)	· Phalaborwa in Limpopo Province, Manyeleti in Mpumalanga and Mier in Northern Cape Provinces. · The Food services youth initiative, tour operators and the tourism technology innovation incubation programmes will be countrywide. Recruitment being finalised and data on spatial representation to be provided later.
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Enterprise Development and Transformation

Indicator title	Output Indicator 4: Number of initiatives implemented to increase participation of women in the tourism sector.
Definition	Measures the initiatives implemented to increase women participation in the tourism sector.
Source of data	2 initiatives planned: 1 underway: UNWTO Pilot Programme Completed; and 1 Business Development Programme for 225 women: 25 women-owned SMMEs per Province (9 Provinces)
Method of calculation / assessment	Simple count – number of initiatives implemented against planned initiatives.
Means of verification	Reports from the unit with evidence
Assumptions	Reliability of reports from the unit
Disaggregation of beneficiaries (where applicable)	225 women: 25 per province
Spatial transformation (where applicable)	Provide reports on spatial distribution of beneficiaries. The UNWTO: Limpopo Province: Mopani and Vhembe District Business Support Development Programme: 25 women-owned SMMEs in each of the nine (9) provinces: 225 women beneficiaries.
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than target is acceptable
Indicator responsibility	Chief Director: Enterprise Development and Transformation

Indicator title	Output Indicator 5: Number of initiatives for Improving Visitor Services implemented.
Definition	Measures the number of programmes implemented in order to enhance visitor service and experience.
Source of data	Chief Director: Tourism Visitor Services.
Method of calculation/ assessment	Simple count – number of programmes implemented against planned programmes.
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)	Provide reports on spatial distribution of beneficiaries
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than planned is desirable
Indicator responsibility	Chief Director: Tourism Visitor Services

Indicator title	Output Indicator 6: Number of capacity-building programmes implemented.
Definition	Measures the number of capacity-building programmes implemented in order to develop and strengthen the skills of youth within the tourism industry.
Source of data	Chief Director: Tourism Sector Human Resource Development.
Method of calculation / assessment	Simple count – number of programmes implemented against planned programmes.
Means of verification	Reports from the CD TSHRD 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)	· Provide reports on spatial distribution of beneficiaries and programmes · Include townships, small towns and villages where applicable
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	Performance higher than planned is desirable
Indicator responsibility	Chief Director: Tourism Sector Human Resource Development

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