



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



Department of Tourism

Annual Performance Plan

2022/23

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LIST OF ACRONYMS AND ABBREVIATIONS

ACRONYM / ABBREVIATION	DESCRIPTION
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
DPISA	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
FEDHASA	Federated Hospitality Association of South Africa
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
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
PTCE	Provincial Tourism Careers Expos
PWD	People with Disabilities
RMC	Risk Management Committee
RPL	Recognition of Prior Learning
SADC	Southern African Development Community

ACRONYM / ABBREVIATION	DESCRIPTION
SANBI	South African National Biodiversity Institute
SANParks	South African National Parks
SAPS	South African Police Services
SARB	South African Reserve Bank
SA Tourism	South African Tourism
SITA	State Information Technology Association
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SOEs	State-Owned Enterprises
Stats SA	Statistics South Africa
STR	State of Tourism Report
TBCSA	Tourism Business Council of South Africa
TEF	Tourism Equity Fund
THRD	Tourism Human Resource Development
TID	Technical Indicator Description
TRF	Tourism Relief Fund
TSRP	Tourism Sector Recovery Plan
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



Executive Authority Statement

Our country is the largest tourism economy in Africa. This is a sector that until recently represented 8.6 % of all economic activity in the country. According to an annual review by the World Travel & Tourism Council (WTTC) in 2019, our country's tourism sector created 1.5 million jobs and contributed R425.8 billion to the GDP.

The coronavirus (COVID-19) disease has been one of the worst health emergencies in world history. As the South African Government rallied in its response to the coronavirus pandemic, the South Africa tourism, travel and hospitality value chain was brought to its knees.

Over the past two financial years we have been reminded of the dependence of the global economy on tourism. The pandemic has also highlighted the importance of strengthening cooperation between scientists, decision-makers, private practitioners, industries and civil society in the tourism, aviation and hospitality sector.

The United Nations World Tourism Organisation (UNWTO) lists 2020 as the worst year on record for international tourism. Easing of travel restrictions led a 4% increase in international tourist arrivals for 2021 but these remain 72% below pre-pandemic levels in 2019. UNWTO attributes slow recovery to restrictions in mobility, vaccination rates and traveller confidence.

We are beginning to emerge from the devastation of the COVID-19 pandemic and I am encouraged by estimates from the UNWTO that tourist arrivals for Africa experienced a 12% upturn in 2021, compared to 2020.

The Department of Tourism serves a special function in the government's effort to support the greater tourism sector and by doing so contribute to the country's economic growth. It became clear to us that more still needs to be done to turn the Department of Tourism, and government in general, into a Department that is much more responsive to the needs of our people. This is something that the Department is going to improve on in the coming financial years.

The travel and hospitality sector is dominated by SMME operators and these were the hardest hit by the COVID-19 pandemic over the past two years. The Department will seek to provide various support packages to these SMMEs, drive transformation and ensure the development of a pipeline of emerging operators. As part of providing business support to these SMMEs for growth and development in the tourism industry, the Department will implement the Incubation Programme.

The Department will support job creation through public employment interventions. Working for Tourism (WfT) is the Department's Expanded Public Works Programme (EPWP). Implementation of the EPWP funded projects is intended to improve product offering and visitor experience as well as create temporary work opportunities. As part of skills development, the Department will seek to create 4140 Work Opportunities through Working for Tourism Programme.

The Green Tourism Incentive Programme fund is a green economy intervention to promote sustainable tourism through the reduction of greenhouse gas emissions. Green Economy is

identified as one of the priority strategic interventions in the country's Economic Reconstruction and Recovery Plan (ERRP). It is also identified as a strategic intervention in our Tourism Sector Recovery Plan (TSRP) to ensure a green recovery and growth.

To enable safe travel and rebuild traveller confidence in South Africa as a safe tourist destination, the Department is working in partnership with the South African Police Service to address the reduction of tourist crime and provide stronger personal safety and security guarantees. Implementation of the Tourism Monitors Programme with training in Norms and Standards for safe tourism operations forms part of the initiatives of the Tourism Safety Plan.

Domestic tourism growth is key to economic growth. The Department together with SA Tourism will focus on reigniting demand for domestic tourism by leveraging technology, development of new and personalized experiences and staycations to respond to the new world of work. The Domestic Tourism Awareness Campaign showcasing our splendid variety of domestic offerings will stimulate domestic tourism by encouraging South Africans to tour and enjoy their country.

The Department will also seek to advance South Africa's tourism interests at regional, continental and global level through participation in six multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU. Participation in these multilateral fora provides our country with opportunity to learn and share experiences in key tourism areas. As part of regional integration, we will participate at the Tourism Dialogue facilitated during the Africa Travel and Tourism Indaba.

This Annual Plan is a synopsis of what the Department of Tourism will be prioritizing in the next financial year and beyond.

The future benefits of these programmes and projects cannot be over-emphasised. These will assist in our economic recovery and if properly implemented in partnership with provinces, municipalities and the private sector, they hold the promise of a better future for South Africa and her people.

This indicates our resilience, our central role to usher in a new environment of hope and to create jobs which is an essential measure of our value.



Ms Lindiwe Sisulu
Executive Authority



Deputy Minister Statement

The challenges facing the tourism sector in the Covid era have been well articulated, with tourism in many destinations experiencing the worst declines compared to other economic sectors. Globally, the economic contribution of tourism remained significantly down from pre-Covid value. The UNWTO report that even with the slight increase between the 2020 GDP at US\$1.6 trillion and 2021 at US\$ 1.9 trillion, this is still well below the 2019 figure of US\$ 3.5 trillion. Globally, international tourist arrivals at 415 million in 2021, are well below the 2019 figure of 1.5 billion arrivals¹. In South Africa, a similar narrative can be told. There is evidence of better performance in 2021 than in 2020 in terms of international arrivals to South Africa.

This picture must give us confidence that the recovery of the sector is possible and strengthen our resolve to do more to achieve even more gains in the journey to recovery. As expressed in the TSRP, our intent is not only returning the tourism sector's performance to levels it reached before the outbreak of COVID-19, but to place it on a long-term sustainable growth trajectory that fully realises South Africa's vast and diverse tourism potential.

This aspiration is in recognition of the sector's potential to contribute to South Africa's economic challenges. At more than 34%, unemployment is at its highest level ever with youth unemployment in particular escalating to 66,5%. The Covid-19 pandemic exacerbated our already precarious economic position. Around 2 million jobs have been lost since the start of the pandemic, of which more than half a million of these comes from a tourism sector. The Minister of Finance has projected a 2.1% GDP growth for South Africa in 2022². The projection indicates an economy that will grow at less than half of the global rate, projected at 4.4%.

In the context of the aforesaid economic challenges, the 2022/23 Annual Performance Plan (APP) becomes an important framework to contribute to the acceleration of the economic turnaround in the tourism sector. Our focus for this period, is to ensure that our efforts contribute to job creation in line with ERRP, improve the capacity of the state to deliver in an ethical manner with capable officials, creating partnerships that drive service delivery and ensure good governance. The implementation of the TSRP will require that we build social compact. Working together with all social partners setting, out a collective commitment to implement measures and targets to place our sector on higher and more inclusive growth path aimed at addressing our common national challenges of poverty, unemployment and inequality. Such compact should set out obligations and commitments of all social partners in the tourism sector in order to decisively address the challenges faced by the sector.

To this end, we have targeted key interventions to rejuvenate the tourism sector. We will implement a tourism infrastructure programme to diversify and enhance tourism product offerings, with specific reference to improving and upgrading experiences at key tourism sites.

We will continue with the implementation of the **Tourism Infrastructure Maintenance Programme**. In line with the TSRP, through this programme we intend to improve and ensure proper maintenance of nineteen National Park Tourism Assets, contributing to destination enhancement, job creation and

¹ UNWTO World Tourism Barometer and Statistical Annex, January 2022

² 2022/23 Budget Speech by Minister of Finance 23 February 2022

Small Medium and Micro Enterprises (SMME) development. We will also implement the **Infrastructure Maintenance and Beautification Programme** in five provincial state-owned attractions. We will also work with partners in identified communities to implement thirty community-based tourism projects across seven provinces. This is intended to enhance visitor experience.

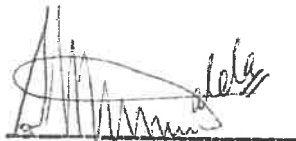
The development of skills that respond to sector needs remains a key contributor to our efforts to positively impact the experience of tourists in South Africa. The Department, through the EPWP, will continue to train young people in skill sets that are relevant within the tourism and hospitality sector. Such training is earmarked for unemployed and retrenched youth who will gain tourism and hospitality related skills and be placed in establishments for practical experience. We will also be hosting the National Tourism Careers Expo (NTCE) 2022 whose aim is to promote tourism as a career, profession and business of choice whilst exposing young people to the industry. To recognise workers who have acquired extensive experience and skills over the years, but who have never had a chance to access formal education and training to receive formal certificates or qualifications, we will enrol 30 chefs in a Recognition of Prior Learning process to obtain professional qualifications.

We recognise the value regional and global collaboration in pursuit of the agenda for equitable growth of tourism. Within the guidelines of South Africa's international relations policy framework, will continue to reach out to the diplomatic community to create meaningful partnerships that contribute to tourism recovery. We look forward to hosting again this year the Sharing of Best Practices Workshop with various partner countries with whom our country has signed tourism agreements.

Our efforts to further develop the domestic tourism market will be strengthened through the implementation of education and awareness programs aimed at designated groups. We will focus on restoring traveler confidence about the safety of the destination. The campaign involves collaboration with hosting communities, highlighting tourism products, collaborating with tourism agencies as well as provincial and local tourism associations.

I wish to acknowledge the departmental team, under the leadership of the Director-General, for producing this APP. I appreciate their efforts to align with the policy directives of this Administration as the ideas in this plan serve us well to make even more progress towards sector recovery. I also acknowledge the exemplary leadership of our Minister, Ms Lindiwe Sisulu, in developing this plan.

The President, in the State of the Nation Address of 2022, said: "There are moments in the life of a nation when old certainties are unsettled and new possibilities emerge. In these moments, there is both the prospect of great progress and the risk of reversal." He alluded that we are faced with such moments in these difficult times. The reversing of gains achieved in tourism may have been inevitable with the unprecedented impact of COVID-19. Yet we ought not to overlook any possibilities, even as circumstances have been dire in the past two years. Tourism is a sector that is resilient and as such can and will rebound to soaring success. **Together we will emerge tourism strong! Let us therefore, leave no one behind!**



Mr. Fish Mahlalela
Deputy Minister



Accounting Officer Statement

It is my pleasure to present the 2022/23 revision of the Department of Tourism's APP. The plan presents the Department's priority projects for implementation towards the achievement of the Sixth Administration strategic goals for the tourism portfolio.

In developing the plan, under the guidance of Minister Sisulu, we have been deliberate in analysing the very dynamic global and domestic environment we are operating in. While we maintain the strategic focus as presented in the Strategic Plan for the current period, the plans introduce tactical adjustments that assist us to stay the course towards growing domestic and international tourism to increase the contribution of the sector to inclusive economic growth.

We are cognisant of the current COVID-19 pandemic and the challenges it poses to tourism growth globally. An example is that of the detection of the Omicron variant that saw the tourism sector suffer yet another blow with international countries arbitrarily imposing restrictions for travellers from the Southern African region. During the development of this plan, as we were observing green shoots materialise with the implementation of the TSRP, we saw an increase in travel restrictions implemented by other countries on South Africa in late 2021. The sector reported major economic losses with cancellation of bookings for travel to South Africa. The economic diplomacy interventions have seen some easing of these restrictions, charting the way for recovery of the sector.

To further drive this recovery, a key component of the TSRP that we will continue to focus on is the implementation of the Norms and Standards for safe operations of the tourism sector. The objective is to rebuild traveller confidence on safety of Destination South Africa. They provide uniformity in view of the sector's approach to safety post the declaration of the national state of disaster.

We will continue to implement programmes that support the most vulnerable in society, including unemployed and retrenched youth, as well as SMMEs in rural villages and towns that will be targeted nationally through Working for Tourism Programmes, the incentive programmes as well as the skills development programmes. The Department implement projects that provide various support packages to SMMEs, drive transformation and ensure the development of emerging operators. We will implement the Incubation Programme (Business Support and Development) to support tourism SMMEs through the following Incubators: Technology Incubator, Tour Operator Incubator, Food Services Incubator, and a Community-based enterprises incubation programme.

Visitor experience is a critical factor to our ability to attract visitors to our shores and within South Africa. In this regard, we will continue to implement the Service Excellence Standard (SANS: 1197) with a focus on Small Towns and Tourism Product support. Collaboration with partners across government and in the private sector is also central to our efforts to address all facets of visitor experience in South Africa. Therefore, we will ensure that our partnerships in this area are intentional and strategy focused.

The Department will conduct tourist safety campaigns. The objective is to enhance tourism safety awareness at key tourism attractions and within the destination. These campaigns will be conducted jointly with provinces and other stakeholders with interest in tourism safety and security, including

South African Police Services (SAPS), South African Tourism; Tourism Business Council of South Africa; Provinces and Municipalities. The initiative is in line with the Tourism Safety Plan which is derived from the Safety Strategy.

District Development Model (DDM) advances the joint planning, budgeting, and implementation of prioritised government programmes through One Plans for each district. To operationalise this, the tourism spatial master plans with immediate-to-longer term institutional plans for the development of specific geographic areas with tourism potential form the basis for our collaboration through the DDM. To this end, the Department has planned to finalise prioritised tourism concepts and initiatives to support the implementation of DDM One Plans for OR Tambo District, eThekweni Metro, Pixley Ka Seme District and Namakwa District. We will continue to implement the turnaround strategy for our infrastructure programme.

We remain resolute in our attitude towards clean governance. As custodians of South Africa's aspiration for a growing tourism sector that benefits all South Africans, we are poignantly aware of the importance and weight of our responsibility in this regard. We are, therefore, quite deliberate about how we direct our capabilities and the resources allocated to the Department. We emphasise the need to embrace good governance as well as the culture of accountability within the department and with all our partners and agents.

We appreciate the guidance of Minister Sisulu and Deputy Minister Mahlalela during the development of this plan.



Mr Nkhumeleni Victor Tharage
Accounting Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

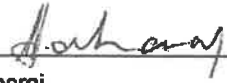
- Was developed by the management of the Department of Tourism under the guidance of the Minister Lindiwe Sisulu;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Tourism is responsible;
- Accurately reflects the Outcomes and Outputs which the Department of Tourism will endeavour to achieve over the period 2022/23.

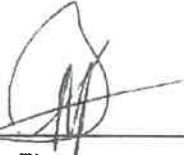
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Ms Rhulani Ngwenya
Deputy Director-General: Corporate Management

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

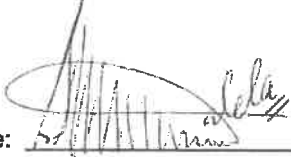
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Ms Shamilla Chettiar
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Ms Mmaditsonki Setwaba
Deputy Director-General: Tourism Sector Support Services

Signature: 
Mr Mohith Maharaj
Acting Chief Financial Officer

Signature: 
Ms Nomzamo Bhengu
Chief Director: Strategy and Systems

Signature: 
Mr Nkhumeleni-Victor Tharage
Accounting Officer

Signature: 
Mr Fish Mahlalela, MP
Deputy Minister

Approved by: 
Signature: _____
Ms Lindiwe Sisulu, 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; provides for the effective domestic and international marketing of South Africa as a tourist destination; promotes quality tourism products and services; promotes growth in and development of the tourism sector, and enhances cooperation and coordination between all spheres of government in developing and managing tourism.

1.2 Policy mandate

- The White Paper on the Development and Promotion of Tourism in South Africa, 1996, provides a framework and guidelines for tourism development and promotion in South.
- 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

- The Tourism Equity Fund (TEF) applications and payments to successful applicants were suspended after a High Court interdict.
- Tourism Relieve Fund (TRF), the Supreme Court of Appeal ruled the TRF unconstitutional. However, the Court did not make any order for further action by the Department. The Court decision effectively suspends application of the Broad-Based Black Economic Empowerment Act in the implementation of any business relief measures during a National State of Disaster in terms of the Disaster Management Act. The Department is taking the matter to the Constitutional Court.

PART B: OUR STRATEGIC FOCUS

4. Updated Situation Analysis

4.1 External Environment Analysis

The year 2021 was another challenging year for the global community and the economy, presenting unique challenges for the tourism sector. Livelihoods remain subdued and exposed to the efficacy of the actions of governments globally. However, we are by no means in the same place as we were when the pandemic was first declared in March 2020. In fact, we have succeeded in laying the foundations for tourism recovery around the pillars of "sustainability, innovation, people focused and investing for a resilient future" (UNWTO, 2021).

Over the past year, much progress has been made in rolling out vaccinations and in both detecting and treating COVID-19. Significant progress was made in finding the right balance between keeping people safe and enabling continuation of operations in the sector. However, the inequitable access to vaccines, particularly for the global South and the African continent in particular, presented a challenge in terms of the speed of the sector recovery.

South Africa experienced an increase in tourist arrivals from all regions during October 2021 compared to the same month of the previous year. From the Africa Region, arrivals more than doubled from the low base of 65 485 in October 2020 to 187 837 in October 2021. Total overseas arrivals increase by 51 150 to 59 475 in October 2021 compared to 8 325 in the same month in the previous year. Thus, a total of 247 833 tourist arrivals was recorded in October 2021 which was an increase of 235,0% (173 845) compared to the same month in 2020 (StatsSA, 2021).³

According to WTTC estimates, in 2020, the travel and tourism sector (direct and indirect) contributed about 987 400 jobs, which was a decrease of about -32,4% (contributing 6.5% to total employment), compared to 1 460 900 jobs (8.9% share to the country's total employment) in 2019.⁴

Global tourism experienced a 4% upturn in 2021, compared to 2020 (415 million versus 400 million). However, international tourist arrivals (overnight visitors) were still 72% below the pre-pandemic year of 2019, according to preliminary estimates by UNWTO. This follows on from 2020, the worst year on record for tourism, when international arrivals decreased by 73%⁶.

According to the latest UNWTO Panel of Experts, most tourism professionals (61%) see better prospects for 2022. While 58% expect a rebound in 2022, mostly during the third quarter, 42% point to a potential rebound only in 2023. A majority of experts (64%) now expect international arrivals to return to 2019 levels only in 2024 or later, up from 45% in the September survey. The impact of ongoing conflict between Russia and Ukraine on global tourism is yet to be assessed with likelihood of impact on aspects of the global tourism supply chains.

4.1.1 Significance of Tourism

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

³ Stats SA. 2021. Tourism and Migration Report. October 2021 and tourist arrivals data cuts

⁴ WTTC. 2020. South Africa Report (Report released in 2021)

⁶ UNWTO. 2021. [Tourism Grows 4% in 2021 but Remains Far Below Pre-Pandemic Levels \(unwto.org/s\)](https://www.unwto.org/s)

4.1.2 Economic Contribution of Tourism

The UNWTO (2022) indicates that the estimate for economic contribution of tourism (tourism direct gross domestic product (GDP) is US\$1.9 trillion in 2021, above the 2020 US\$1.6 trillion, but still well below the pre-pandemic value of US\$ 3.5 trillion.⁶

4.1.3 Impact on the Global Economy

Travel and tourism total (direct and indirect) GDP contribution in 2020 was USD 4,671 BN (5.5%) compared to USD 9,170 BN (10.4%) in 2019. This signified USD -4,498 BN (-49.1%) drop from 2019 figures. In terms of Total Travel and Tourism Jobs, 2020 saw 272 MN (1 in 11 jobs) compared to 334MN (1 in 10 jobs) in 2019. This signifies -61.6 MN (18.5%) drop. These were mainly affected by the COVID-19 pandemic.⁷

4.1.4 Impact on the South African Economy

The WTTC (2021) shows ZAR182.5BN (USD11.1BN) total contribution of Travel & Tourism to GDP in 2020 (3.7% of the total economy) compared to ZAR363.2BN (USD22.1BN) in 2019 (6.9% of the total economy). This signifies -49.8% change in Travel and Tourism GDP. In terms of the total contribution of Travel & Tourism to Employment, there was -32.4% (-473.5 (000s) drop in 2020. The total contribution of Travel & Tourism to Employment was 987400 (6.5 % of total employment) in 2020 compared to 1,460 900 (8.9 % of total employment) in 2019.⁸

According to Statistics South Africa, total tourist arrivals to South Africa went down by -19,5% during January-December 2021 compared to January-December 2020. This was a decline from a total of 2 802 320 tourist arrivals seen during January-December 2020 to 2 255 699 (-546 621) total arrivals during January-December in 2021. Total tourist arrivals from the overseas market decreased by -42,8% (-283 226). Australasia (-80,0%) recorded the highest negative growth followed by Central and South America (-67,4%), Europe (-51,4%), and Asia (-24,0%). Middle East recorded a growth of 1,4% and North America had a slight increase of 0,01% during the period under review.

4.1.5 Impact of Omicron in South Africa

During the third quarter of 2021/22 financial year, South African health authorities and scientists announced the discovery of the new COVID-19 variant, Omicron which led to a worldwide closure of borders as governments moved to protect their citizens from this new Covid-19 variant.

According to media research, as at 1 December 2021, travel restrictions implemented by other countries on South Africa increased from 60 restrictions in mid-2021 to 87 restrictions in December 2021. These restrictions included "suspended travel, may be closed to entry, or entry which maybe be possible if you are a citizen/meet strict entrance requirements".

Unfortunately, South Africa had to bear the brunt of these travel restrictions as it was the first country to flag the variant. This kind of reaction by other countries had an adverse impact to the South Africa's tourism economy as the country experienced abrupt cancellation of bookings. According to FEDHASA, businesses cancelled bookings to the value of R1 Billion depriving the industry to create 205 000 jobs for the season.

⁶ UNWTO. 2022. UNWTO World Tourism Barometer and Statistical Annex, January 2022

[Web:] <https://www.e-unwto.org/doi/pdf/10.18111/wtobarometereng.2022.20.1.1>

⁷ WTTC. 2021. South Africa - 2021 Annual Research: Key Highlights

[Web:] <https://wtcc.org/Research/Economic-Impact>

⁸ WTTC. 2021. South Africa - 2021 Annual Research: Key Highlights

[Web:] <https://wtcc.org/Research/Economic-Impact>

4.1.6 South Africa's Response to Travel Bans

In an effort to address the challenges brought by travel bans, South African Tourism (SA Tourism) launched a Global Advocacy Campaign which aims to reposition South Africa as a COVID-19 safe destination and dispel negative perceptions of the country. The campaigns form part of the 'Tourism Road to Recovery Plan' that has been adopted by national government and the tourism sector.

The Department engaged selected foreign embassies in the country and SA Missions abroad on the challenges posed by these travel restrictions and the impact on the South African economy. Implementation of the Norms and Standards for safe tourism operations across the value chain, which were approved by Cabinet and published in government gazette, is important to enable safe travel and rebuild traveler confidence. It also provides assurance to potential visitors and all stakeholders that South Africa's tourism products and services are equipped to operate safely in light of the COVID19 pandemic.

The tourism private-sector stakeholders were convened and engaged to consider how private and public sector could collaborate to mitigate the effects on the tourism sector on the travel bans instituted against South Africa due to the discovery of the new COVID-19 variant.

4.1.7 Tourism Sector Recovery Plan

The Tourism Sector Recovery Plan (TSRP) was approved by Cabinet in line with the ERRP and launched on 21 April 2021. The TSRP represents the collective response by government and private stakeholders in the tourism sector to the devastation caused by the COVID-19 pandemic. The main objective of the TSRP is to enable the tourism sector to recover to 2019 activity and employment levels by 2023. This will be done through targeted, coordinated actions to mitigate the impacts of the crisis. It is envisaged that the TSRP will set the tourism sector on the most optimal path towards recovery, transformation and long-term sustainability.

The distribution of vaccines and management of the pandemic remains a key factor for the recovery of the tourism sector. South Africa's Risk Adjusted Strategy still has some impact on key sub sectors in the tourism sector. President Ramaphosa has announced the intention to end the declaration of the National State of Disaster. The lifting of the restrictions relies upon sectors having in place appropriate instruments for the management of the COVID-19 response. For the Tourism Sector, Cabinet approved Norms and Standards for the Safe Operation of the Tourism Sector, which are already being implemented, standing the sector in good stead to maintain safe operations beyond the declaration of the national state of disaster.

4.1.8 TSRP Implementation Context

Implementation of the TSRP was affected by several factors. These included the extension of lockdown restrictions from the onset of the third and fourth wave of COVID-19 due to rising infections. These, coupled with the social unrest which mainly affected the KwaZulu-Natal and Gauteng Provinces, also negatively affected the recovery environment and the brand.

Furthermore, the United Kingdom (UK), being the biggest source market for overseas arrivals into South Africa continued to keep South Africa on the Red List for most of the period, affecting the flow of people between the two countries and undermining demand recovery.

The rolling out of COVID-19 vaccines to the lower age categories including from 12 years old, in 2021 was positive for increased levels of vaccinated people in the country and contributes to building immunity. The risk remain some level of hesitancy amongst South Africans when it comes to vaccination. Continuous campaign will greatly assist in increasing the vaccinated numbers. The recovery environment is also continuously affected by changes to the macro environment resulting in uncertainty.

4.2 Internal Environment Analysis

The Department acknowledges that continued vigilance is required as we continue to operate in the COVID19 environment. For the Department, this requires that we recalibrate operations to ensure that the entire organisation continues to function in a manner that ensures optimal service delivery even under a different environment. The Department will continue to ensure safety of its staff and visitors through implementation of necessary workplace safety measures. It will focus on providing appropriate measures to increase capacity in the workplace, combined with enablement of remote work in line with relevant public service directives.

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 preventive, detective and corrective internal control mechanisms, combined with assurance procedures, promoting good ethical conduct necessary to combat and prevent fraud and corruption, implementing risk management, proper delegation of authority, proper management of information, communication, technology and other mechanisms required to entrench good governance. The implementation of an action plan to address the 2020/2021 audit findings will be used to strengthen these controls further. In design, these controls must enable management to fulfil its responsibilities of maintaining an adequate internal control system to provide assurance that the organisational business and operations are conducted in an orderly and efficient manner; that policies are adhered to, that assets are safeguarded against loss and unauthorised use, and that transactions are executed in the interest of the public we serve. Where the inherent risks in administration materialise, the Department will continue to ensure corrective measures are implemented.

The nature of the Department's priority programmes provide ample opportunity for the empowerment of youth, women and people with disabilities. As such, we will be deliberate in planning for, implementing and monitoring how our projects benefit these targeted groups.

Significant constraints to the fiscal framework and the policy position of Government to contain the public service wage bill 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. It requires of the Department to improve its procurement capacity and planning capabilities. The National Treasury's instruction dated 25 February 2022 regarding the Preferential Procurements Guidelines, 2017 is likely to have an impact on the implementation of the department's 2022/23 Procurement Plan and service delivery.

The recalibration of the skills development programme for staff is critical to ensuring that appropriate competencies are created for efficient service delivery in the department. The reorientation of the staff capabilities arises from the new ways of work required for modern organisations to succeed. To enhance delivery of the programmes, the Department will consider creating partnerships that support the current capacity and resources.

PART C: MEASURING OUR PERFORMANCE

5. Institutional Programme Performance Information

Programme 1: Administration

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

Sub-Programmes and Purpose:

- **Strategy and Systems:** To manage and coordinate strategy and systems.
- **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, Output Indicators and Targets

Outcome	Output	Output Indicator	Audited/Actual Performance					Annual Target			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	MTEF Period	
Sub-programme: Financial Management Achieve good corporate and cooperative governance.	Unqualified annual audit on financial and non-financial performance.	1. Audit outcome on financial statements and performance information.	-	Unqualified on audit financial statements and performance information.	Unqualified on audit financial statements and performance information was achieved.	Unqualified on audit financial statements and performance information.	Unqualified on audit financial statements and performance information.	Unqualified on audit financial statements and performance information.	Unqualified on audit financial statements and performance information.	Unqualified on audit financial statements and performance information.	Unqualified on audit financial statements and performance information.
	Departmental expenditure to contribute to the Government's economic transformation agenda.	2. Percentage of procurement of goods and services from SMMEs.	-	Minimum 30% expenditure on procurement of goods and services from SMMEs.	61.79% expenditure on procurement of goods and services from SMMEs was achieved.	Minimum 30% expenditure on procurement of goods and services from SMMEs.	Minimum 30% expenditure on procurement of goods and services from SMMEs.	Minimum 30% expenditure on procurement of goods and services from SMMEs.	Minimum 30% expenditure on procurement of goods and services from SMMEs.	Minimum 30% expenditure on procurement of goods and services from SMMEs.	Minimum 30% expenditure on procurement of goods and services from SMMEs.

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target			
			2018/19	2019/20	2020/21	2021/22	Estimated Performance	MTEF Period		
		3. Percentage invoices paid within prescribed timeframes.	-	-	Payment was made of all compliant invoices within 30 days, including SOEs and municipalities.	Payment of all compliant invoices within 30 days owned Enterprises (SOE's) and Municipalities.	100% Payment of all compliant invoices within 30 days.	100% Payment of all compliant invoices within 30 days.	100% Payment of all compliant invoices within 30 days.	100% Payment of all compliant invoices within 30 days Municipalities.
	Departmental expenditure to contribute to the Government's economic transformation agenda.	4. 40% Public Procurement from Women-owned business.	-	-	-	-	Minimum of 40 % procurement spend on Women-owned businesses.	Minimum of 40 % procurement spend on Women-owned businesses.	Minimum of 40 % procurement spend on Women-owned businesses.	
Sub-programme: Human Resource Management and Development										
Achieve good corporate and cooperative governance.	To attract and retain a capable and ethical workforce in a caring environment.	5. Percentage of Vacancy rate.	Vacancy rate as at 31 March 2019 was at 9,1%.	Vacancy rate as at 31 March 2020 was at 9.2%.	Vacancy rate as at 31 March 2021 was at 11.2%.	Vacancy rate as at 31 March 2021 was at 10% of the funded establishment.	Vacancy rate below 10 %.	Vacancy rate below 10 %.	Vacancy rate below 10 %.	
		6. Percentage of compliance with departmental Employment Equity Plan.	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.	Women representation at SMS level was at 43.9% as at 31 March 2021.	Maintain minimum of 50% of Women representation at SMS level.	SMS women representation at a minimum of 50%.	SMS women representation at a minimum of 50%.	SMS women representation at a minimum of 50%.	

Outcome	Output	Output Indicator	Audited/Actual Performance					Annual Target		
			Performance					MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
			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.	People with disabilities representation was at 4.3% as at 31 March 2021.	Maintain minimum of 3% people with disabilities representation.	People living with disability representation maintained above 3%.	People living with disability representation maintained above 3%.	Persons living with disability representation maintained above 3%.	
	Capacity development interventions to address identified skills gaps.	7. Percentage of Work Place Skills (WSP) implemented.	75% development and implementation of WSP.	95% development and implementation of WSP.	Development and implementation of WSP for all employees was achieved.	Development and 100% implementation of branch-targeted WSP.	100% implementation of WSP.	100% implementation of WSP.	100% implementation of WSP.	
			Sub-programme: Internal Auditing							
	Audit reports with recommendations as per the approved Internal Audit Plan.	8. 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.	
			Sub-programme: Communication Services							
	Effective and efficient communication on departmental policies, programmes, services and projects.	9. Percentage implementation of the Communication Strategy and implementation plan.	88% of the Department's Communication Strategy was implemented.	2019/20 communication strategy targets as indicated in the implementation plan were implemented.	Communication Strategy for 2020/2021 was implemented. Communication Strategy for 2021/2022 was reviewed.	2021/22 Communication strategy targets implemented as per Implementation Plan.	<ul style="list-style-type: none"> Communication Strategy approved. 100% of the Implementation Plan achieved. 	100% of the Implementation Plan achieved.	100% of the Implementation Plan achieved.	

Outcome	Output	Output Indicator	Annual Target					
			Audited/Actual Performance		Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22		
					2021/22	2022/23	2023/24	2024/25
					Awareness Campaign Plan implemented.			
					2021/22 Communication Strategy reviewed.			

5.2 Indicators, Annual and Quarterly Targets

Table 2: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	
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).	AGSA audit report	<ul style="list-style-type: none"> Implementation Plan developed as per AGSA outcomes. Review of internal control measures. 	Q4 Implementation of AGSA audit action plan
2. Percentage 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.	Minimum 30% expenditure achieved on procurement of goods and services from SMMEs.
3. Percentage invoices paid within prescribed timeframes.	100% Payment of all compliant invoices within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.	100% of all compliant invoices paid within 30 days.
4. 40% Public Procurement from Women-owned business.	Maintain minimum of 40 % procurement spend on Women-owned businesses.	Maintain minimum of 40 % procurement spend on Women-owned businesses.	Maintain minimum of 40 % procurement spend on Women-owned businesses.	Maintain minimum of 40 % procurement spend on Women-owned businesses.	Maintain minimum of 40 % procurement spend on Women-owned businesses.
5. Percentage of vacancy rate.	Vacancy rate below 10 %	Vacancy rate below 10%	Vacancy rate below 10%	Vacancy rate below 10%	Vacancy rate below 10%

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
6. Percentage compliance with departmental Employment Equity Plan.	SMS women representation at a minimum of 50%. People living with disability representation maintained above 3%.	SMS women representation at a minimum of 50%. People living with disability representation maintained above 3%.	SMS representation at a minimum of 50%. People living with disability representation maintained above 3%.	SMS representation at a minimum of 50%. People living with disability representation maintained above 3%.	SMS representation at a minimum of 50%. People living with disability representation maintained above 3%.
7. Percentage of Work Place Skills Plan (WSP) implemented.	100% implementation of WSP.	30% implementation of WSP.	25% implementation of WSP.	20% implementation of WSP.	20% implementation of WSP.
8. Percentage implementation of the Annual Internal Audit Plan.	100% implementation of the Annual Internal Audit Plan.	30% 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.
9. Percentage implementation of the Communication Strategy and Implementation Plan.	100% of the approved Communication Strategy and Implementation Plan achieved.	100% of the approved Communication Strategy approved. 100 % of the Q1 implementation Plan achieved.	100% of Q2 Plan targets achieved.	100% of Q3 Plan targets achieved.	100% of Q4 Plan targets achieved.

5.3 Explanation of planned performance over the medium-term period

Programme 1 - Administration includes the Ministry, Corporate Management and Financial Management. For the medium-term, the focus will be on strengthening the capacity of the department to deliver through development of requisite human capabilities, improving institutional capacity and automated business processes. Promote good governance, adequate systems of internal control through the implementation of financial systems, policies, frameworks and procedures.

Administration will also widen its footprint beyond the corporate business operation to support initiatives aimed at tourism sector recovery and the value chain. In pursuit of efficiency, improve the agility of procurement systems through various strategic interventions to directly support the implementation of EERP as well as the TSRP. Communication Strategy will ensure effective communication between the Department and key stakeholders, create awareness on departmental programme and projects. In an attempt to strengthen Tourism Sector Recovery efforts, facilitate the profiling of tourism to enhance confidence on domestic tourism through the implementation of various frameworks.

Enterprise-wide risk management system will be strengthened to support good governance and foster a strong risk culture. Our Information Technology infrastructure and systems will be enhanced to continue to deliver a stable network environment and deploy technological platforms to achieve efficiencies in our business processes

5.4 Programme Resource Consideration

Sub-Programmes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Ministry	23 444	38 774	29 717	36 643	40 069	39 991	40 630
Management	2 930	3 270	2 545	2 979	3 331	3 212	3 357
Corporate Management	153 747	154 653	173 138	172 503	182 169	181 104	189 470
Financial Management	35 614	51 542	50 866	52 109	62 251	62 500	65 352
Office Accommodation	44 995	39 084	33 553	45 542	37 299	38 807	40 550
Total	260 730	287 323	289 819	309 776	325 119	325 614	339 259
Economic classification							
Current payments	250 815	272 407	272 923	306 345	321 404	321 839	335 313
Compensation of employees	138 175	152 951	156 098	156 103	174 097	169 868	177 481
Goods and services	112 640	119 456	116 825	150 242	147 307	151 971	157 832
Communication (G&S)	4 621	6 941	15 344	9 983	12 971	13 189	11 736
Computer services	9 669	10 258	12 231	12 863	13 359	13 785	14 404
Consultants: Business and advisory services	8 533	9 175	7 369	11 318	12 685	13 028	14 054
Operating leases	43 260	37 816	30 720	43 786	35 861	37 311	38 986
Travel and subsistence	15 278	19 038	6 127	23 218	21 318	21 779	21 553
Transfers and subsidies	1 034	6 268	1 208	181	188	194	203
Departmental agencies and accounts	179	157	172	181	188	194	203
Households	655	6 111	1 036	-	-	-	-

Sub-Programmes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Payments for capital assets	8 761	8 432	15 672	3 250	3 527	3 581	3 743
Machinery and equipment	5 943	7 162	8 947	2 308	2 550	2 573	2 690
Software and other intangible assets	2 818	1 270	6 725	942	977	1 008	1 053
Payments for financial assets	120	216	16	-	-	-	-
Total	260 730	287 323	289 819	309 776	325 119	325 614	339 259

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 & Systems, Information & Communication Technology, and Internal Audits. This programme budget is 13 per cent of the total departmental budget for the 2022/23 financial year. An amount of R325.1 million has been allocated for this programme of which R174.1 million (53.5 per cent) is for Compensation of Employees which includes an increase of R18 million to the salaries and wages budget. This increase was funded from a reprioritisation of funds from within the Department.

The amount allocated for Office Accommodation for the 2022/23 financial year is R37.3 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, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance	Estimated Performance	MTEF Period				
Sub-programme: Research and Knowledge Management			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increase the tourism sector's contribution to inclusive economic growth.	To provide knowledge services to inform policy, planning and decision making.	1. Number of monitoring and evaluation reports on tourism projects and initiatives developed.	Impact evaluation report on departmental capacity-building programmes commenced was developed. • Report on the implementation of the monitoring plan for infrastructure projects 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 were produced.	Eight Monitoring and Evaluation reports produced: 1. Monitoring of the implementation of the norms and standards for safe operations in the sector.	Five Monitoring and Evaluation Reports on tourism projects and initiatives developed: 1. Evaluation of the Resource Efficiency project conducted.	Four Monitoring and Evaluation Reports on tourism projects and initiatives developed: 1. Impact Evaluation of the Local Government project conducted.	Four Monitoring and Evaluation Reports on tourism projects and initiatives developed: 1. Assessment of the state of key Public Attractions in South Africa.
			Impact evaluation report on departmental capacity-building programmes Impact evaluation report on departmental capacity-building programmes	-	Evaluation of the Implementation of the Tourism Relief Fund.	2. Two Reports on the impact Evaluation of COVID-19 on the tourism sector in South Africa developed.	2. Monitoring of Capacity Building Programme undertaken (Hospitality Youth Programme.	2. Monitoring of Capacity Building Programme undertaken (Hospitality Youth Programme.	2. Monitoring of Capacity Building Programme undertaken (Hospitality Youth Programme.

Outcome	Output	Output Indicator	Audited/Actual Performance					Annual Target		
			2018/19	2019/20	2020/21	2021/22	Estimated Performance	2022/23	2023/24	2024/25
			<p>2018/19 commenced was developed. Report on the implementation of the monitoring plan for infrastructure projects was developed.</p> <ul style="list-style-type: none"> 2016 State of Tourism Report (STR) published. Draft 2017/18 STR developed. 	<ul style="list-style-type: none"> 2017/18 STR was published. Draft 2018/19 STR was developed, which cover the performance of key tourism industries on an annual basis. 	<p>2018/2019 STR was finalised and published.</p> <p>Draft 2019/2020 STR was developed.</p>	<p>2020/2021 STR was finalised and published.</p> <p>Draft 2019/2020 STR was developed.</p>	<p>2021/2022 STR finalised and published.</p>	<p>2022/2023 STR finalised and published.</p>	<p>2023/2024 STR finalised and published.</p>	<p>2024/25 National Youth Chefs Training Programme, Tourism Monitors Programme and Food Safety Quality Assurers Programme).</p>

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
			-	-	-	4. Three Tourism Sector Recovery Plan (TSRP) Implementation Reports.	4. Four TSRP Implementation Reports.	4. Four TSRP Implementation Reports.	4. Four TSRP Implementation Reports.	
			-	-	-	-	5. Development of a report on state and availability of key tourism statistics and resources at Provincial level	-	-	
Increase the tourism sector's contribution to inclusive economic growth	Information and Knowledge Systems developed and implemented.	2. Number of Information and Knowledge Systems developed and implemented	-		National Tourism Analytics System Framework was not developed. Draft list of stakeholders and questionnaire to be used for consultation are in the process of being finalised internally to	Two systems developed and implemented: An Integrated Tourism Knowledge System implemented.	Two systems developed and implemented: 1. Tourism Skills and Employment Portal implemented.	Two Information and Knowledge systems implemented: Tourism Skills and Employment Portal maintained and enhanced.		

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance	Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
					accelerate the process once the service provider gets appointed.				
			-	-	-	An Integrated Knowledge System implemented.	2. Tourism Data Analytics System Implemented: Sentiments Analysis prioritised.	Tourism Data Analytics System maintained.	Tourism Data Analytics System maintained.
Sub-programme: Policy Planning and Strategy									
Increase the tourism sector's contribution to inclusive economic growth	Regulatory initiatives for tourism growth and development ent.	3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	-	-	Policy Review on Quality Assurance Framework was conducted.	Review of the Tourism Policy: Green Paper on the Development and Promotion of Tourism in South Africa developed.	2. One initiative: White Paper on the Development and Promotion of Tourism in South Africa submitted for approval.	-	-
Sub-programme: South African Tourism									
Increase the tourism sector's contribution to inclusive economic growth	South African Tourism (SA Tourism)	4. Number of public oversight reports developed.	Four SA Tourism oversight reports developed.	-	Four reports on governance and performance	Four Reports on governance and performance of SA Tourism developed	Four Reports on governance and performance of SA Tourism developed for approval.	Four Reports on governance and performance	Four Reports on governance and performance of SA Tourism

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target Estimated Performance			MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2023/24	2024/25
economic growth.	oversight reports developed.				SA Tourism were produced for oversight purposes.	SA for oversight purposes.	oversight purposes.	oversight purposes.	of Tourism oversight purposes.	SA developed for oversight purposes.	
Sub-programme: International Relations and Cooperation											
Increase the tourism sector's contribution to inclusive economic growth.	South Africa tourism showcase at priority markets.	5. Number of fora prioritised to advance South Africa's tourism interests at regional, continental and global level through multilateral other groupings.	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, G20 and AU.	Advance Africa's regional, continental and global level participation in six G20, SADC, AU, BRICS, UNWTO and IORA.	South tourism at regional, continental and global level participation in six multilateral fora G20, UNWTO, BRICS, SADC, IORA and AU.	Advance Africa's regional, continental and global level participation in six multilateral fora G20, UNWTO, BRICS, SADC, IORA and AU.	South tourism at regional, continental and global level participation in six multilateral fora G20, UNWTO, BRICS, SADC, IORA and AU.	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.
	Initiatives facilitated for Regional Integration.	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.	Two outreach programmes to the diplomatic community implemented.	-	-	-	-

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		7. Sharing of Best Practices Workshop hosted.	Sharing of Best Practices Workshop 2019 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2020 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2021 targeted at African countries with whom SA signed tourism agreements hosted.	-	Sharing of Best Practices Workshop 2023 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2023 targeted at African countries with whom SA signed tourism agreements hosted.	Sharing of Best Practices Workshop 2023 targeted at African countries with whom SA signed tourism agreements hosted.

5.6 Indicators, Annual and Quarterly Targets

Table 4: Indicators, Annual and Quarterly Targets

Output Indicator	Quarterly Targets			
	Q1	Q2	Q3	Q4
1. Number of monitoring and evaluation reports on tourism projects and initiatives developed.	Annual Target 2022/23	Quarterly Targets		
	Five Monitoring and Evaluation Reports on tourism projects and Initiatives developed:	Quarterly Targets		
	1. Evaluation of the Resource Efficiency project conducted.	Proposal for the evaluation developed.	Data collection developed.	Data collection tools developed.
	2. Monitoring of Capacity Building Programme undertaken (Hospitality Youth Programme, National Chefs Training Programme, Tourism Monitors Programme and Food Safety Quality Assurers Programme).	Monitoring of Capacity Building Programme undertaken.	Monitoring of Capacity Building Programme undertaken.	Monitoring of Capacity Building Programme undertaken.
3. 2021/2022 STR finalised and published.	2021/2022 STR and published.	2021/2022 STR Finalised.	2021/22 STR Published.	No target.
4. Four Implementation Reports.	TSRP	Quarterly implementation developed.	TSRP report	Quarterly implementation developed.
	TSRP	Quarterly implementation developed.	TSRP report	Quarterly implementation developed.
	TSRP	Quarterly implementation developed.	TSRP report	Quarterly implementation developed.
	TSRP	Quarterly implementation developed.	TSRP report	Quarterly implementation developed.

		Quarterly Targets			
		Q1	Q2	Q3	Q4
Output indicator	Annual Target 2022/23	Q1	Q2	Q3	Q4
	5. Development of a report on state and availability of key tourism statistics and resources at Provincial level.	Terms of Reference (ToR) for the development of the state and availability of key tourism statistics and resources at provincial level.	Consultation undertaken on the ToR for the development of the state and availability of tourism statistics and resources at provincial level.	Data collection for the development of a report on the state and availability of key tourism statistics and resources at provincial level report conducted.	Report on the state and availability of key Tourism statistics and resources at provincial level developed.
2. Number of Information and Knowledge Systems developed and implemented.	Two Information and Knowledge systems implemented:				
	1. Tourism Skills and Employment Portal implemented.	Business Requirements for the Tourism Skills and Employment Portal developed.	System Requirements for the Tourism Skills and Employment Portal developed.	Development of the Tourism Skills and Employment Portal commenced.	Tourism Skills and Employment Portal implemented.
	2. Tourism Data Analytics System Implemented: Sentiments Analysis prioritised.	Business Requirements for the Tourism Data Analytics System developed.	System Requirements for the Tourism Data Analytics System developed.	Development of the Tourism Data Analytics System commenced.	Tourism Data Analytics System implemented: Tourism Sentiment Analysis prioritised.
3. Number of initiatives implemented to create an enabling policy and regulatory environment for tourism growth and development.	One initiative: White Paper on the Development & Promotion of Tourism in South Africa submitted for approval.	Green Paper on the Development and Promotion of Tourism in South Africa finalised.	Green Paper on the Development and Promotion of Tourism in South Africa approved for public comments.	Incorporation of public comments and internal endorsement of the Green Paper for submission to Parliament.	White Paper on the Development and Promotion of Tourism in South Africa submitted for approval.
4. Number of public entity oversight reports developed.	Four Reports on governance 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.

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
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 multilateral fora UNWTO, G20, BRICS, SADC, IORA and AU.	Quarterly report on SA participation in the UNWTO structures for the implementation of Programme of Work.	<ul style="list-style-type: none"> Quarterly report on SA participation in the development of G20 guidelines for strengthening communities and Micro, Small and Medium Enterprises as Tourism Transformation Agents. Quarterly report on SA participation in the institutionalisation of Tourism in BRICS. Quarterly report on SA participation in the implementation of the SADC Tourism Programme. 	Quarterly report on SA participation in the implementation of IORA Tourism Work Plan.	Quarterly report on SA participation in the implementation of AU Plan of Action on Tourism.
6. Number of outreach programmes to the diplomatic community implemented.	Two outreach programmes to the diplomatic community implemented.	Quarterly report on outreach to diplomatic community focusing on South Africa's tourism recovery developed in line with the approved concept	One outreach to diplomatic community focusing on South Africa's tourism recovery hosted.	One outreach to diplomatic community focusing on South Africa's tourism recovery hosted.	Annual report on the implemented outreach programmes to diplomatic community focusing on South Africa's tourism recovery.
7. Sharing of Best Practices Workshop hosted.	Sharing of Best Practices Workshop 2023 targeted at African countries with whom SA signed tourism agreements hosted.	Concept document for the Best Practices Workshop 2023 and Implementation plan compiled.	Stakeholder consultation to finalise the concept and implementation plan on conducted.	Coordination and Logistical arrangements undertaken.	Sharing of Best Practices Workshop hosted.

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: Partnerships and Entity Oversight; Knowledge Management; Monitoring and Evaluation; Policy and Strategy Development; International Relations; Strategic Sector

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

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 TRF 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 ERRP, and indirectly contribute to the ERRP.

5.8 Programme Resource Consideration

Sub-Programmes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Tourism Research, Policy and International Relations Management	7 450	8 357	5 663	8 979	9 744	9 732	10 193
Research and Knowledge Management	33 488	23 244	21 536	33 488	31 444	31 612	33 097
Policy Planning and Strategy	11 758	11 974	10 746	14 140	15 612	15 767	16 476
South African Tourism	1 208 048	1 354 161	423 027	1 297 038	1 329 206	1 344 672	1 405 061
International Relations and Cooperation	23 164	21 324	18 557	29 006	29 977	29 666	31 078
Total	1 283 908	1 419 060	479 529	1 382 651	1 415 983	1 431 449	1 495 905
Economic classification							
Current payments	68 620	61 660	53 176	78 723	79 360	79 840	83 595
Compensation of employees	51 066	50 127	48 054	54 064	57 377	56 991	59 554
Goods and services	17 554	11 533	5 122	24 659	21 983	22 849	24 041
Travel and subsistence	9 095	5 878	373	13 100	12 335	12 709	13 422
Training and development	503	121	17	1 101	733	1 178	1 232
Operating payments	2 156	455	628	3 142	2 322	2 826	2 976
Venues and facilities	3 342	916	56	3 708	2 661	2 635	2 740
Transfers and subsidies	1 214 375	1 356 976	426 141	1 303 393	1 335 524	1 351 036	1 411 711
Departmental agencies and accounts	1 208 048	1 354 161	423 027	1 297 038	1 329 206	1 344 672	1 405 061
Foreign governments and international organisations	2 348	2 772	2 998	2 641	2 502	2 582	2 698
Households	3 979	43	116	3 714	3 816	3 782	3 952

Sub-Programmes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Payments for capital assets	906	401	210	535	1 099	573	599
Machinery and equipment	906	401	210	535	1 099	573	599
Payments for financial assets	7	23	2	-	-	-	-
Total	1 283 908	1 419 060	479 529	1 382 651	1 415 983	1 431 449	1 495 905

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 R1.416 billion for 2022/23 of which R1.329 billion is transferred to SA Tourism. This represents 93.8 per cent of the branch's budget allocation. The remaining allocation available for this Programme is R86.8 million of which R57.4 million is allocated to Compensation of Employees for the branch. The Compensation of Employees budget includes an increase of R3.3 million which was funded from a re-prioritisation of funds from within the Department. 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, Output Indicators and Targets

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance	Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<p>Increase the tourism sector's contribution to inclusive economic growth.</p>	<p>Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas.</p>	<p>1. Number of destination planning and investment coordination initiatives undertaken.</p>	-	-	<p>Development of tourism implementation plans through the district development model was done in three pilots:</p> <ul style="list-style-type: none"> • OR Tambo District • Waterberg District • eThekweni Metro 	<p>1. Incorporate prioritised initiatives from tourism spatial masterplans into <i>One Plans</i> for the following DDM districts:</p> <ul style="list-style-type: none"> • OR Tambo District • eThekweni Metro • Pixley Ka Seme District • Pixley Ka Seme District • Namakwa District 	<p>Five Initiatives:</p> <p>1. Finalise prioritised tourism concepts and initiatives to support DDM One Plans for:</p> <ul style="list-style-type: none"> • OR Tambo District • eThekweni Metro • Pixley Ka Seme District • Namakwa District 	<p>Facilitate the implementation of developed tourism concepts through the DDM One Plans for:</p> <ul style="list-style-type: none"> • OR Tambo District • eThekweni Metro • Pixley Ka Seme District • Namakwa District 	<p>Continuous Facilitate of the implementation of developed tourism concepts through the DDM One Plans for:</p> <ul style="list-style-type: none"> • OR Tambo District • eThekweni Metro • Pixley Ka Seme District • Namakwa District

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			Ownership and operational model for the accommodation and related tourism products (budget resort) developed.	Budget resort network and brand concept developed.	<p>1. Institutional arrangements for budget resorts network and brand finalised.</p> <p>2. Brand and network concept tested with key stakeholders.</p>	<p>2. Pilot the budget resort network and brand concept.</p>	<p>2. Review the budget resort network and brand concept.</p>	<p>Implementation of the budget resort network and brand concept.</p>	<p>Continuous implementation of the budget resort network and brand concept.</p>
			-	-	-	<p>3. Finalisation of four township tourism precincts for:</p> <ul style="list-style-type: none"> • Vilakazi Street • Galeshewe • Khayelitsha • Mdantsane 	<p>3. Initiate implementation of Phase 3a of the Tourism Precinct Methodology for township tourism precincts at:</p> <ul style="list-style-type: none"> • Galeshewe • Vilakazi Street 	<p>Support stakeholder forum to finalise Phase 3a of the Tourism Precinct Methodology for township tourism precincts at:</p> <ul style="list-style-type: none"> • Galeshewe • Vilakazi Street 	<p>Initiate implementation of Phase 3a of the Tourism Precinct Methodology for township tourism precincts at:</p> <ul style="list-style-type: none"> • Mdantsane • Khayelitsha
			A pipeline of prioritised tourism investment projects and opportunities	A pipeline of nationally prioritised tourism investment	-	<p>4. A pipeline of nationally prioritised tourism investment</p>	<p>4. A pipeline of nationally prioritised tourism investment opportunities</p>	<p>A pipeline of nationally prioritised tourism investment opportunities (greenfield and</p>	<p>A pipeline of nationally prioritised tourism investment opportunities</p>

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
			s was developed and promoted.	opportunities managed.		opportunities (greenfield projects) managed.	s (greenfield and brownfield projects) managed.	Two investment promotion platforms facilitated.	Two investment promotion platforms facilitated.	Two investment promotion platforms facilitated.	Two investment promotion platforms facilitated.
			-	-	-	5	Four investment promotion platforms facilitated.	5. Two investment promotion platforms facilitated.	Two investment promotion platforms facilitated.	Two investment promotion platforms facilitated.	Two investment promotion platforms facilitated.
Sub-programme: Destination Planning and Investment Coordination											
Increase the tourism sector's contribution to inclusive economic growth	Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas.	2. Number of destination enhancement initiatives supported.	-	The implementation of interpretative signage in the Marakele National Park was supported.	Infrastructure maintenance programme implemented in Three National Parks: • Marakele • Addo • Karoo National Parks	Infrastructure maintenance programme implemented in nineteen National Parks.	1 Infrastructure maintenance programme implemented in Nineteen National Parks ⁹ .	1. Infrastructure maintenance programme implemented in Eight National Parks	1. Infrastructure maintenance programme implemented in Ten National Parks	1. Infrastructure maintenance programme implemented in Ten National Parks	2. Infrastructure maintenance and beautification
Increase the tourism sector's contribution to inclusive economic growth.			-	-	-	One Infrastructure maintenance programme	2 Infrastructure maintenance and beautification	2. Infrastructure maintenance and beautification	2. Infrastructure maintenance and beautification	2. Infrastructure maintenance and beautification	2. Infrastructure maintenance and beautification

⁹ Nineteen (19) Parks: EC Addo National Park NP, EC Camdeboo NP, EC Mountain Zebra NP, WC Garden Route (Knysna, Wilderness), EC Tsitsikamma NP, NC Karoo NP, FS Golden Gate NP, NW Marakele NP, LP Mapungubwe NP, NC Kgalagadi NP, NC Augrabies NP, NC Namakwa, NC Richtersveld, WC Agulhas NP, WC Bontebok NP, WC Table Mountain NP, WC West Coast NP, WC Tankwa-Karoo NP, MP Kruger NP.

Outcome	Output	Output Indicator	Annual Target							
			Audited/Actual Performance		Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
							implemented in State-Owned Attractions in each province.	programme implemented in five Provincial State-Owned Attractions.	programme implemented in Four Provincial State-Owned Attractions.	programme implemented in Five Provincial State-Owned Attractions.
					Draft concepts developed for five community-based tourism projects at:		Support the Implementation of Thirty Community-based Tourism Projects. ¹⁰	3 Implementation of Thirty Community-based Tourism Projects. ¹⁰	-	-
					<ul style="list-style-type: none"> • Numbi Gate • Nandoni Dam • Tshathogwe Game Farm • Mitititi Game Farm • Mapate Recreational Social 					
Sub-programme: Working for Tourism										
Increase the tourism sector's contribution	Destination enhancement and route development	3. Number of work opportunities created through Working for Tourism			2772 opportunities through Working for Tourism	2 500 work opportunities through Working for Tourism	4 104 work opportunities created.	4 133 work opportunities created.		

¹⁰ Community Based Projects: LP Va Tsonga, LP Matsila Lodge, LP Phiphidi Waterfall, LP The Oaks Lodge, LP Ngowe, LP Tisane, FS Qwa Qwa Guest House, FS Vredefort Dome, FS Monotsha, NW Manyane Lodge, NW Lotlamoeng Dam, NC Platfontein Lodge, NC Kamiesburg, KZN Muzi Pan, EC Maluti Hiking Trail, EC Mthonsi Lodge, EC Qatywa Lodge, EC Nyandeni Chalets, EC Western Thebuleland, Anton Lembede Museum eThekweni Municipality (KZN), McGregor Museum (NC), Ama Hlubi Cultural Heritage (KZN), Sol Plaatjie Museum (NW), Lehurutse Liberation Heritage Museum (NW), Numbi Gate, Nandoni Dam, Tshathogwe Game Farm, Mpate Recreational Social Tourism Facility, Mitititi Game Farm, Royal Khalanga Lodge

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
to inclusive economic growth.	projects implemented to diversify tourism offerings and enhance visitor experience in identified priority areas.	Tourism projects.			2020/21 projects created.	2021/22 Tourism projects created.			

5.10 Indicators, Annual and Quarterly Targets

Table 6: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of destination planning investment coordination initiatives undertaken.	<p>Five Initiatives:</p> <ol style="list-style-type: none"> Finalise prioritised tourism concepts and initiatives to support DDM One Plans for: <ul style="list-style-type: none"> OR Tambo District eThekweni Metro District Pixley Ka Seme District Namakwa District. Review the piloting of the budget resort network and brand concept. Initiate implementation of Phase 3a of the Tourism Precinct Methodology for township tourism precincts at: <ul style="list-style-type: none"> Galeshewe Vlakkazi Street 	<ul style="list-style-type: none"> Draft One Plans for the four districts reviewed. Tourism concept(s) for eThekweni metro identified. 	<ul style="list-style-type: none"> Tourism concepts in three districts finalised. eThekweni concept initiated. 	<ul style="list-style-type: none"> Tourism concepts of prioritised initiatives for the three districts refined. Assessment Report for the eThekweni concept completed. 	<ul style="list-style-type: none"> Implementation of modalities of prioritised initiatives outlined. Draft eThekweni concept completed.
		<ul style="list-style-type: none"> Outline lessons learned in 2021/22 	<ul style="list-style-type: none"> Incorporate 2020/21 lessons into conditional assessment processes 	<ul style="list-style-type: none"> Conditional assessments completed. Modalities for the concept implementation process initiated. 	<ul style="list-style-type: none"> Modalities for the concept implementation process finalised.
		<ul style="list-style-type: none"> Prioritized elements confirmed. 	<ul style="list-style-type: none"> Costing of prioritized elements based on architectural designs finalised. Development lead confirmed. 	<ul style="list-style-type: none"> Development facilitation on costing and budget mobilisation completed. 	<ul style="list-style-type: none"> Statutory planning process to implement township tourism precincts at Galeshewe and Vlakkazi Street initiated.

Output Indicator	Quarterly Targets				
	Annual Target 2022/23	Q1	Q2	Q3	Q4
	<p>4. A pipeline of nationally prioritised tourism investment opportunities (greenfield and brownfield projects) managed.</p> <p>5. Two investment promotion platforms facilitated.</p>	<p>Quarterly Report on the management of a pipeline of nationally prioritised investment opportunities developed.</p>	<p>Quarterly Report on the management of a pipeline of nationally prioritised investment opportunities developed.</p>	<p>Quarterly Report on the management of a pipeline of nationally prioritised investment opportunities developed.</p>	<p>Quarterly Report on the management of a pipeline of nationally prioritised investment opportunities developed.</p>
2. Number of destination enhancement initiatives supported.	<p>Three initiatives:</p> <p>1. Infrastructure maintenance programme implemented in Nineteen National Parks¹¹.</p> <p>2. Infrastructure maintenance and beautification programme implemented in five Provincial State-Owned Attractions.</p>	<p>Revise concept for investment promotion platforms.</p>	<p>Finalise concept for investment promotion platforms.</p>	<p>Finalise preparations for the platform scheduled for this quarter.</p>	<p>Finalise preparations for the platform scheduled for this quarter.</p>
		<p>Implementation of infrastructure maintenance work monitored and supported in 19 parks according to project plans.</p>	<p>Implementation of infrastructure maintenance work monitored and supported in 19 parks according to project plans.</p>	<p>Implementation of infrastructure maintenance work monitored and supported in 19 parks according to project plans.</p>	<p>Implementation of infrastructure maintenance work monitored and supported in 19 parks according to project plans.</p>
		<p>One infrastructure maintenance programme implemented in State-Owned Attractions in each province.</p>	<p>One infrastructure maintenance programme implemented in State-Owned Attractions in each province.</p>	<p>One infrastructure maintenance programme implemented in State-Owned Attractions in each province.</p>	<p>One infrastructure maintenance programme implemented in State-Owned Attractions in each province.</p>

¹¹ Nineteen (19) Parks: EC Addo National Park NP, EC Camdeboo NP, EC Mountain Zebra NP, WC Garden Route (Knysna, Wilderness), EC Tsitsikamma NP, NC Karoo NP, FS Golden Gate NP, NW Marakele NP, LP Mapungubwe NP, NC Kgalagadi NP, NC Augrabies NP, NC Namakwa, NC Richtersveld, WC Agulhas NP, WC Bontebok NP, WC Table Mountain NP, WC West Coast NP, WC Tankwa-Karoo NP, MP Kruger NP.

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
3. Number of work opportunities created through Working for Tourism projects.	3. Implementation of Thirty Community-based Tourism Projects.	Implementation of Thirty Community-Based Tourism Projects supported and monitored.	Implementation of Thirty Community-Based Tourism Projects supported and monitored.	Implementation of Thirty Community-Based Tourism Projects supported and monitored.	Implementation of Thirty Community-Based Tourism Projects supported and monitored.
	4104 Work opportunities created.	1642	410	1026	1026

5.11 Planned performance over the medium-term period

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

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

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

- The correct product-pricing mix 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, 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 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

Subprogrammes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Destination Development Management	19 667	11 944	15 515	33 284	28 328	10 550	11 026
Tourism Enhancement	17 590	18 271	14 820	24 547	23 037	23 691	24 853
Destination Planning and Investment Coordination	22 183	23 611	20 559	31 495	30 853	30 958	32 479
Working for Tourism	399 007	376 185	376 601	377 000	311 653	312 985	323 451
Total	398 447	430 011	427 495	466 326	393 871	378 184	391 809
Economic classification							
Current payments	269 100	419 293	186 940	466 191	393 731	378 040	391 658
Compensation of employees	53 426	54 206	54 952	56 627	59 922	59 215	61 880
Goods and services	215 674	365 087	131 988	409 564	333 809	318 825	329 778
Consultants: Business and advisory services	7 390	5 466	5 248	23 620	21 733	8 972	9 421
Agency and support/outourced services	-	166 899	49 827	76 084	107 349	110 109	90 278
Property payments	-	7 545	40 500	142 000	44 870	43 576	114 820
Travel and subsistence	10 195	13 239	3 405	24 591	20 346	19 335	20 339
Training and development	83 896	168 264	31 233	110 731	131 066	129 984	87 722
Operating payments	485	227	355	2 673	1 704	1 131	1 205
Venues and facilities	823	605	16	2 694	1 752	1 154	1 227

Subprogrammes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Transfers and subsidies	63 560	37	89	-	-	-	-
Households	63 560	37	89	-	-	-	-
Payments for capital assets	65 609	10 502	240 463	135	140	144	151
Buildings and other fixed structures	64 856	10 102	240 143	-	-	-	-
Machinery and equipment	753	400	320	135	140	144	151
Payments for financial assets	178	179	3	-	-	-	-
Total	398 447	430 011	427 495	466 326	393 871	378 184	391 809

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

Destination Development has a budget allocation of R393.9 million for 2022/23 of which R311.7 million is allocated to the Working for Tourism sub-programme. The Working for Tourism sub-programme represents 79.1 per cent of the budget of the total programme which includes an additional allocation of R80 million which was reprioritised from the Tourism Incentive Programme. Working for Tourism consists of the Expanded Public Work Programme and Expanded Public Work Incentive Programme. R59.9 million is allocated to Compensation of Employees for the branch which includes an increase of R3.3 million resulting from a reprioritisation of funds from within the Department.

Programme 4: Tourism Sector Support Services

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

Sub-Programmes and Purpose:

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

5.13 Outcomes, Outputs, Performance Indicators and Targets

Table 7: Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increase the tourism sector's contribution to tourism sector. Inclusive economic growth.	To accelerate the transformation of the tourism sector.	Number of incentive programmes implemented.	Four incentive programmes were implemented:	Four incentive programmes were implemented:	-	Two Incentive programmes implemented:	One Incentive programme implemented:	Two Incentive programmes implemented:	Two Incentive programmes implemented:
			<ol style="list-style-type: none"> Market Access Support Programme Tourism Grading Support Programme Green Tourism Incentive Programme Tourism Transformation Fund. 	<ol style="list-style-type: none"> Market Access Support Programme Tourism Grading Support Programme Green Tourism Incentive Programme Tourism Transformation Fund. 	<ol style="list-style-type: none"> Tourism Equity Fund (TEF) Implemented (4 meetings held) Green Tourism Incentive Programme (GTIP) Implemented (4 meetings held). 	<ol style="list-style-type: none"> Green Tourism Incentive Programme (GTIP) Implemented 	<ol style="list-style-type: none"> TEF implemented GTIP Implemented 	<ol style="list-style-type: none"> TEF implemented GTIP Implemented 	

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target Estimated Performance						
			2018/19		2019/20		2020/21		2021/22		MTEF Period		
							2020/21		2021/22		2022/23		2023/24
	Programme aimed at stimulating domestic tourism implemented.	2. Number of Domestic Tourism Awareness Programmes implemented.			Domestic Tourism Scheme was implemented as follows: <ul style="list-style-type: none"> • KwaZulu-Natal (10-11 November 2020). • Gauteng (506 March 2021), (North West: 11-12 March 2021) • Western Cape (15-16 March 2021). 		One programme implemented: <ul style="list-style-type: none"> • Domestic Tourism Scheme implemented. 	Four Domestic Tourism Awareness Campaign implemented.	Domestic Tourism Awareness Programmes implemented.	Domestic Tourism Awareness Programmes implemented.			
	Implement Incubation Programme	3. Number of initiatives implemented to support tourism SMMES	Four existing incubators supported: <ul style="list-style-type: none"> • Pilanesberg • Mier • Phalaborwa • Manyeleti incubators 	Four existing incubators supported: <ul style="list-style-type: none"> • Pilanesberg • Mier • Phalaborwa • Manyeleti incubators 	Three incubators were fully implemented: <ul style="list-style-type: none"> • Manyeleti Tourism Incubator 	One programme: <ul style="list-style-type: none"> • Incubation Programme implemented to support tourism SMMES through the following incubators 	One programme implemented: <ul style="list-style-type: none"> • Incubation Programme implemented to support tourism SMMES through the following incubators 	Incubation Programme implemented to support tourism SMMES through the following incubators: <ul style="list-style-type: none"> • 2 Incubators 					

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
					<ul style="list-style-type: none"> Phalaborwa Tourism Incubator Miler Tourism Incubator Memorandum Agreement was signed with the implementing agent for Technology Innovation Incubator. Recruitment of programme beneficiaries was finalised. Diagnostic needs assessment was initiated. The Call for Application was issued 	<ol style="list-style-type: none"> Manyeleti Incubator Phalaborwa Incubator Miler Incubator Tech Incubator Tour Operator Incubator Food Services Incubator Two (2) community-based enterprises incubation programmes 	<ol style="list-style-type: none"> Tech Incubator Tour Operator Incubator Food Services Incubator One Community-based enterprises incubation programmes 	2023/24 implemented	

Outcome	Output	Output Indicator	Audited/Actual Performance				Annual Target		
			2018/19	2019/20	2020/21	Estimated Performance	MTEF Period		
						2021/22	2022/23	2023/24	2024/25
					for Tour Operator Incubator. <ul style="list-style-type: none"> Needs assessment for applicants was finalised. The service provider was appointed. 	2021/22	2022/23	2023/24	2024/25
	Women participation Programme implemented.	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. Procurement process was initiated for appointment of implementing agent.	Two initiatives implemented : 1. Implementation of Women in Tourism Business Development and Support Programme for 225 women-owned SMMEs per	One initiative implemented to support Women in Tourism Business Development and Support Programme implemented to support 25 women owned SMMEs nationally (25 per province).	Initiatives implemented to support women in tourism.	Initiatives implemented to support women in tourism.

Outcome	Output	Output Indicator	Annual Target						
			Audited/Actual Performance	Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
					<p>2. Criteria for selection of programme beneficiaries was finalised.</p> <p>3. UNWTO WIT Pilot Project was implemented in Limpopo.</p>	<p>Province (9 Provinces).</p> <p>2. Implementation of UNWTO Women In Tourism Pilot Programme in Limpopo Province: Vhembe and Mopani Districts.</p>			
	<p>Prioritised programmes implemented to enhance visitor service and experience.</p>	<p>5. Number of programmes implemented to enhance visitor service and experience.</p>			<p>Service excellence with focus on customer centric approach using online round table discussions and media campaign was implemented.</p>	<p>Implementation of Service Excellence programme (SANS 1197) in two (2) provinces to enhance service levels of tourism products.</p>	<p>Four programmes implemented:</p> <p>1. Implementation of Service Excellence Standard (SANS: 1197) incorporating the Tourism Norms and Standards with focus on:</p> <ul style="list-style-type: none"> • Small Towns and 	<p>Implementation of Service Excellence Standard (SANS: 1197) with focus on identified Service Excellence improvement initiatives and</p>	<p>Implementation of Service Excellence Standard (SANS: 1197) with focus on identified Service Excellence improvement initiatives and</p>

Outcome	Output	Output Indicator	Annual Target										
			Audited/Actual Performance		MTEF Period								
			2018/19	2019/20	2020/21	Estimated Performance 2021/22	2022/23	2023/24	2024/25				
							Implementation of the Tourism Monitors Programme in all provinces including SANBI, iSimangaliso and SANParks			2. Implementation of Tourism Monitors Programme in all Provinces.	Implementation of the Tourism Monitors in all provinces.	Implementation of the Tourism Monitors in all provinces.	Implementation of the Tourism Monitors in all provinces.
										3. One programme to establish a centralised database of Tourist Guides Implemented.			
										4. Four (4) tourist safety Campaigns sessions conducted.	Tourist safety awareness campaigns conducted	Tourist safety awareness campaigns conducted	Tourist safety awareness campaigns conducted

Outcomes	Output	Output Indicator	Annual Target						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Enhance skills in the Tourism sector	6. Number of capacity building programmes implemented	-	-	Five capacity building programmes implemented	Ten capacity building programmes implemented	Four capacity building programmes implemented	building programmes	programmes
			-	-	-	-	1. Training and placement of 2 500 retrenched and unemployed youth on various skills development programmes	Training and placement of 3000 retrenched and unemployed youth on various skills development programmes.	Training and placement of 4000 retrenched and unemployed youth on various skills development programmes.
			-	-	-	Two hundred and twenty-five SMMIEs trained on norms and standards for safe tourism operations, in all nine provinces targeting Villages, Townships, and Small Towns: 25	2. 500 SMMIEs and 2500 unemployed and retrenched youth trained on norms and standards for safe tourism operations in all nine provinces.	500 SMMIEs and 2500 unemployed and retrenched youth trained on norms and standards for safe tourism operations in all nine provinces.	500 SMMIEs and 2500 unemployed and retrenched youth trained on norms and standards for safe tourism operations in all nine provinces.

Outcome	Output	Output Indicator	Annual Target							
			Audited/Actual Performance		Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2022/23	2023/24	2024/25		
						per provinces.				
			-	-	-	NTCE 2021 hosted	3. NTCE 2022 hosted.	NTCE 2023 hosted.	NTCE 2024 hosted.	NTCE 2024 hosted.
			-	-	-	Thirty Chefs Supported through RPL process for a qualification	4. Thirty Chefs enrolled in a Recognition of Learning (RPL) process to obtain a professional qualification or designation in line with the project plan.	50 Chefs enrolled in an RPL process to obtain a professional designation or qualification	50 Chefs enrolled in an RPL process to obtain a professional designation or qualification	50 Chefs enrolled in an RPL process to obtain a professional designation or qualification

5.14 Indicators, Annual and Quarterly Targets

Table 8: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
1. Number of incentive programmes implemented.	One incentive programme implemented: Green Incentive Programme (GTIP) Implemented.	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 Domestic Tourism Awareness Programmes implemented.	Four Domestic Tourism Awareness Campaign implemented.	One Domestic Tourism Awareness Campaign Plan Implemented.	One Domestic Tourism Awareness Campaign Plan Implemented.	One Domestic Tourism Awareness Campaign Plan Implemented.	One Domestic Tourism Awareness Campaign Plan Implemented.
3. Number of initiatives implemented to support tourism SMEs.	One programme implemented: Incubation Programme implemented to support tourism SMEs through the following incubators (Business support and development): 1. Tech Incubator 2. Tour Operator Incubator 3. Food Services Incubator 4. One Community-based enterprises	Business support and development Programme implemented through the following: 1. Tech Incubator 2. Tour Operator Incubator 3. Food Services Incubator 4. One Community-Based Incubator	Business support and development Programme implemented through the following: 1. Tech Incubator 2. Tour Operator Incubator 3. Food Services Incubator 4. One Community-Based Incubator	Business support and development Programme implemented through the following: 1. Tech Incubator 2. Tour Operator Incubator 3. Food Services Incubator 4. One Community-Based Incubator	<ul style="list-style-type: none"> Business support and development Incubation Programme implemented through the following: <ol style="list-style-type: none"> Tech Incubator Tour Operator Incubator Food Services Incubator One Community-Based Incubator Three (3) close out reports developed (Tourism Tech, Tour Operator & Food Services Incubators).

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
4. Number of initiatives implemented to increase participation of women in the tourism sector.	incubation programmes. One Initiative implemented to support Women in Tourism Business Development and Support Programme to support 225 women owned SMMEs nationally (25 per province).	WIT Business Development and Support Programme implemented to support 225 women owned SMMEs nationally (25 per province).	WIT Business Development and Support Programme implemented to support 225 women owned SMMEs nationally (25 per province).	WIT Business Development and Support Programme implemented to support 225 women owned SMMEs nationally (25 per province).	Annual Report on the WIT Business Development and Support Programme developed (25 per province).
5. Number of programmes implemented to enhance visitor service and experiences.	Four programmes implemented: 1. Implementation of Service Excellence Standard (SANS: 1197) incorporating the Tourism Norms and Standards: with focus on: - Small Towns and Tourism Product support. - Stakeholder Consultation and Endorsement. - Small Towns and Tourism Product support.	Report on the implementation of the Service Excellence Standard incorporating the Tourism Norms and Standards: with focus on: - Small Towns and Tourism Product support. - Stakeholder Consultation and Endorsement.	Report on the implementation of the Service Excellence Standard incorporating the Tourism Norms and Standards: with focus on: - Small Towns and Tourism Product support. - Round discussions and capacity building.	Report on the implementation of the Service Excellence Standard Incorporating the Tourism Norms and Standards: with focus on: - Small Towns and Tourism Product support. - Needs analysis and support structures.	Report on the implementation of the Service Excellence Standard incorporating the Tourism Norms and Standards: with focus on: - Small Towns and Tourism Product support. - Establishment of sustainability structures. - Close-out Report developed.

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
	<p>2. Implementation of the Tourism Monitors in all provinces.</p> <p>3. One programme to establish a centralised database of Tourist Guides implemented.</p> <p>4. Four tourist safety Campaigns sessions conducted.</p>	<p>Implementation of the Tourism Monitors Programme monitored.</p> <p>Conduct database assessments in all provinces Consultation with key stakeholders on the development of the centralised database for tourist guides.</p> <p>One tourist safety awareness campaigns conducted.</p>	<p>Implementation of the Tourism Programme monitored.</p> <p>Report on the outcomes of the database assessments of stakeholder engagements held.</p> <p>One tourist safety awareness campaigns conducted.</p>	<p>Implementation of the Tourism Monitors Programme monitored.</p> <p>Project plan for the development of centralised database system developed.</p> <p>One tourist safety awareness campaigns conducted.</p>	<p>Implementation of the Tourism Monitors Programme monitored and annual report developed.</p> <p>Project plan for the development of centralised database system implemented.</p> <p>One tourist safety awareness campaigns conducted.</p>
6. Number of capacity-building programmes implemented.	<p>Four capacity-building and placement of 2 500 unemployed youth on various skills development programmes.</p>	<p>Four capacity-building programmes implemented:</p> <ul style="list-style-type: none"> • Skills Development Programmes identified. • Recruitment and on-boarding participants undertaken. • Training delivery and host placement of participants undertaken. 	<p>Training delivery and host employer placement of participants undertaken.</p>	<p>Training delivery and host employer placement of participants undertaken.</p>	<p>Training delivery and host employer placement of participants undertaken.</p>

Output Indicator	Annual Target 2022/23	Quarterly Targets			
		Q1	Q2	Q3	Q4
	2. 500 SMMEs and 2500 unemployed and retrained youth trained on norms and standards for safe tourism operations in all nine provinces.	<ul style="list-style-type: none"> Project plan for training of 500 SMMEs and 2500 unemployed and retrained youth developed. Selection, recruitment and induction of unemployed youth for training on norms and standards for safe tourism operations in all nine provinces undertaken as follows: <ul style="list-style-type: none"> - 1850 from tourism capacity-building projects. - 650 from TVET Colleges. 	Training of 500 SMMEs and 2500 unemployed and retrained youth trained on norms and standards for safe tourism operations commenced in all provinces in line with the Project Plan.	Training of 500 SMMEs and 2500 unemployed and retrained youth trained on norms and standards for safe tourism operations commenced in all provinces in line with the Project Plan.	Training of 500 SMMEs and 2500 unemployed and retrained youth trained on norms and standards for safe tourism operations commenced in all provinces in line with the Project Plan.
	3. NTCE hosted. 2022	Project plan for hosting of NTCE 2022 developed.	NTCE 2022 Project Plan deliverables implemented.	NTCE hosted and report developed.	NTCE Project Close Out Report developed.
	4. Thirty Chefs enrolled in a Recognition of Prior Learning (RPL) process to obtain a professional qualification or designation in line with the project plan.	<ul style="list-style-type: none"> Project plan for enrolment of thirty Chefs in RPL process to obtain a professional qualification developed. Selection, recruitment, and induction of Chefs in RPL process to obtain a professional qualification undertaken. 	Enrolment of thirty Chefs in RPL process to obtain a professional qualification implemented in line with the project plan.	Enrolment of thirty Chefs in RPL process to obtain a professional qualification implemented in line with the project plan.	Enrolment of thirty Chefs in RPL process to obtain a professional qualification implemented in line with the project plan.

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

Sub-programmes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Audited outcome R'000	Audited outcome R'000	Audited outcome R'000	Revised Estimate R'000	Revised Baseline R'000	Revised Baseline R'000	Revised Baseline R'000
Tourism Sector Support Services Management	8 950	11 831	6 143	11 073	11 326	11 572	12 098
Tourism Human Resource Development	30 401	29 040	18 605	28 616	30 329	29 974	31 320
Enterprise Development and Transformation	44 684	34 701	41 716	49 006	47 634	47 955	50 233
Tourism Visitor Services	24 213	24 119	22 147	22 708	25 360	25 132	26 259
Tourism Incentive Programme	183 469	148 307	106 795	275 182	241 958	242 427	257 354
Total	291 717	247 998	195 406	386 585	356 607	357 060	377 264
Economic classification							
Current payments	118 603	111 363	123 950	120 959	126 635	126 433	132 237
Compensation of employees	70 785	72 111	71 599	73 999	79 370	77 450	80 931
Goods and services	47 818	39 252	52 351	46 960	47 265	48 983	51 306
Consultants: Business and advisory services	7 636	5 364	10 386	13 572	14 252	14 840	15 273
Travel and subsistence	18 950	13 963	1 579	18 949	18 813	19 458	20 377
Training and development	9 079	6 896	7 156	2 288	2 387	2 458	2 836
Venues and facilities	4 067	3 772	3 335	4 765	4 982	5 146	5 376
Transfers and subsidies	142 744	135 921	71 189	265 560	229 903	230 556	244 953
Departmental agencies and accounts	65 796	3 715	3 000	7 129	4 288	4 425	4 624

Sub-programmes	2018/19 Audited outcome R'000	2019/20 Audited outcome R'000	2020/21 Audited outcome R'000	2021/22 Revised Estimate R'000	2022/23 Revised Baseline R'000	2023/24 Revised Baseline R'000	2024/25 Revised Baseline R'000
Public corporations and private enterprises	75 939	131 736	50 523	258 000	225 172	225 692	239 870
Non-profit institutions	472	413	-	431	443	439	459
Households	537	57	17 666	-	-	-	-
Payments for capital assets	30 278	700	265	66	69	71	74
Buildings and other fixed structures	29 331	-	-	-	-	-	-
Machinery and equipment	947	700	265	66	69	71	74
Payments for financial assets	92	14	2	-	-	-	-
Total	291 717	247 998	195 406	386 585	356 607	357 060	377 4

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

Tourism Sector Support Services has a budget allocation of R356.6 million for 2022/23 which includes Compensation of Employees amounting to R79.4 million and Tourism Incentive Programme (TIP) with a budget of R242 million. Projects within the TIP include tourism transformation through the TEF, and green tourism projects. The Compensation of Employees represents 22.3 per cent of the branch's total allocation after an increase of R5.4 million resulting from a reprioritisation of funds from within the Department.

6. UPDATED KEY RISKS

Table 9: Updated Key Risks

No	STRATEGIC RISKS	MITIGATIONS
1.	Extreme weather events, national disasters and climate change.	Continue to conduct climate vulnerability assessments to inform strategic interventions.
2.	Governance failure.	Continue to develop and implement systems for the management of public resources that rid the system of inefficiency and enable oversight by institutions of the state in the interest of the public.
3.	Extreme poverty.	Continue to implement programmes that are targeted towards vulnerable groups in society, including the Working for Tourism programme.
4.	Inadequate skills to support tourism development.	Review the Skills Development Programmes to ensure that they are recalibrated to service sector needs.
5.	Impact of geopolitics on tourism.	Continue to implement economic diplomacy initiatives that promote integration with regional and global stakeholders to support tourism growth.
6.	Vulnerability of international travel.	Mitigate against overreliance on international arrivals, we will strengthen interventions to promote domestic tourism to ensure its increased contribution to economic growth.
7.	Inadequate intergovernmental relations to support tourism development.	Continue to develop and maintain intentional and strategic partnerships with intergovernmental partners, to support a whole of government approach to tourism development.

7. PUBLIC ENTITY

Table 10: Public Entities

Name of Public Entity	Mandate	Outcomes
<p>South African Tourism (SA Tourism).</p>	<p>Chapter 3 of the Tourism Act, 2014 stipulates the following as the functions of the SA Tourism Board:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Coordinating bidding for international conventions; ○ Liaising with other organs of state and suitable bodies to promote South Africa as a destination for business events; and ○ Reporting to the Minister on the work performance of the National Conventions Bureau. <p>Additionally, the Minister assigned, in terms of section 44 of the Tourism Act, 2014, the implementation and management of the National Grading System for Tourism to the Board.</p>	<ul style="list-style-type: none"> • Increase the tourism sector's contribution to inclusive economic growth. • Achieve good corporate and cooperative governance.

8. INFRASTRUCTURE PROJECTS

Table 11: Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total estimated cost	Current year expenditure
1	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 the implementation will be managed over multiple financial years).

9. PUBLIC PRIVATE PARTNERSHIP

None.

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1: ADMINISTRATION

1. Sub-Programme: Financial Management

Indicator Title	1. Audit outcome on financial statements and performance information
Definition	<ul style="list-style-type: none"> 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	2. Percentage procurement of goods and services from SMMEs
Definition	Measures percentage expenditure from compliant SMMEs.
Source of data	LOGIS and BAS system and Central Supplier Database (CSD).
Method of Calculation / Assessment	Expenditure on procurement from compliant SMMEs as a proportion of total departmental expenditure.
Means of verification	Reports from 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	3. Percentage 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.

2. Sub-Programme: Human Recourse Management and Development

Indicator Title	4. 40% Public Procurement from Women-owned business
Definition	Measures percentage public procurement from Women-owned businesses
Source of data	Logis System, BAS System and Central Supplier Database
Method of Calculation / Assessment	Percentage public procurement from Women-owned businesses as a proportion of total departmental procurement
Means of verification	Reports from OCFO with relevant evidence
Assumptions	Procurement from Government institutions to be excluded
Disaggregation of Beneficiaries (where applicable)	Disaggregated information for women
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	Performance higher than target is acceptable
Indicator Responsibility	Office of the Chief Financial Officer

Indicator Title	5. Percentage of 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	6. Percentage compliance with departmental Employment Equity Plan
Definition	Measures: <ul style="list-style-type: none"> • 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	7. Percentage of Work Place Skills Plan (WSP) implemented
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)	<ul style="list-style-type: none"> • 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.

3. Sub-Programme: Internal Auditing

Indicator Title	8. Percentage implementation of the Annual Internal Audit Plan
Definition	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

4. Sub-Programme: Communication services

Indicator Title	9. Percentage implementation of the Communication Strategy and Implementation plan
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)	<ul style="list-style-type: none"> 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.

PROGRAMME 2: TOURISM RESEARCH, POLICY AND INTERNATIONAL RELATIONS

Sub-Programme: Research and Knowledge Management

Indicator Title	1. Number of monitoring and evaluation reports on tourism projects and initiatives developed
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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Women • Youth • People with disability • Other groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Directors from Chief Directorate Research and Knowledge Management. • Chief Director: Policy Planning and Strategy.

Indicator Title	2. 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.

Sub-Programme: Policy Planning and Strategy

Indicator Title	3. 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	CD: Policy, Planning and Strategy; Director: Knowledge Management.

Sub-Programme: South African Tourism

Indicator Title	4. Number of public entity 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.

Sub-Programme: International Relations and Cooperation

Indicator Title	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	CD: International Relations and Cooperation.

Indicator Title	6. Number of outreach programmes to the diplomatic community implemented
Definition	Outreach Programme is a platform to discuss pertinent issues surrounding challenges experienced within the current South African tourism environment, giving special attention to safety ensuring that it becomes a desirable destination for international visitors.
Source of data	<ul style="list-style-type: none"> • Department of International Relations and Cooperation • Provinces • SAT • Research • Country analysis reports Foreign Embassies/High Commissions
Method of Calculation / Assessment	Events' reports Analysis of prevailing tourism trends and policies in Africa, data analysis from various reports including country analysis reports
Means of verification	Reports
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Strengthen relationships with the diplomatic core and tourism industry
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Robust deliberations on status of tourism in Africa with specific reference to challenges and possible solutions to be adopted for tourism recovery post the Covid-19 pandemic.
Indicator Responsibility	Chief Directorate: IR&C, Directorate Africa and Middle East

Indicator Title	7. Sharing of Best Practices Workshop hosted
Definition	The workshop is a platform and useful opportunity for South Africa to implement the signed bilateral agreements or Memorandums of Understanding (MOUs) and also contributes to regional integration.
Source of data	<ul style="list-style-type: none"> • Department of International Relations and Cooperation • Provinces • Tourism associations • SAT • Research • Country analysis reports Foreign Embassies/High Commissions
Method of Calculation / Assessment	Events' reports Analysis of prevailing tourism trends and policies in Africa, data analysis from various reports including country analysis reports
Means of verification	Reports
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Hosted at Provincial and Local Government level
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Robust deliberations on status of Tourism in Africa with specific reference to challenges and possible solutions to be adopted. These will be captured into a report that will be shared with participants.
Indicator Responsibility	Chief Directorate: IR&C, Directorate Africa and Middle East

PROGRAMME 3: DESTINATION DEVELOPMENT

Sub-Programme: Tourism Enhancement

Indicator Title	1. Number of destination planning and investment coordination initiatives undertaken.
Definition	Measures number of destinations 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	CD: Destination Planning and Investment Coordination.

Sub-Programme: Destination Planning and Investment Coordination

Indicator Title	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	CD: Tourism Enhancement.

Sub-Programme: Working for Tourism

Indicator Title	3. Number of work opportunities created through Working for Tourism projects.
Definition	Measures the number of jobs created through the Department's Working for Tourism Programme, through the use of labor-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	CD: Working for Tourism.

PROGRAMME 4: TOURISM SECTOR SUPPORT SERVICES

Sub-Programme: Tourism Incentive Programme

Indicator Title	1. Number of incentive programmes implemented
Definition	Measures the number of adjudication meetings and approval of applications for financial support provided to encourage and assist privately-owned tourism enterprises to adopt responsible tourism practices through installing solutions for the sustainable management and usage of electricity and water resources.
Source of data	Reports received from IDC as the implementation partner on the GTIP.
Method of Calculation / Assessment	Simple count
Means of verification	Reports from the unit
Assumptions	<ul style="list-style-type: none"> 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

Sub-Programme: Enterprise Development and Transformation

Indicator Title	2. Number of Domestic Tourism Awareness Programmes implemented.
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	CD: Enterprise Development and Transformation.

Sub-Programme: Tourism Visitor Services

Indicator Title	3. Number of initiatives implemented to support tourism SMMEs
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 CD: 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)	<ul style="list-style-type: none"> Phalaborwa in Limpopo Province, Manyeleti in Mpumalanga and Mier in Northern Cape Provinces. The Food services youth initiative, four 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	CD: Enterprise Development and Transformation.

Indicator Title	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 owned SMMEs nationally: 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 owned SMMEs nationally: 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-owned businesses nationally.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly and annually.
Desired performance	Performance higher than target is acceptable.
Indicator Responsibility	CD: Enterprise Development and Transformation.

Indicator Title	5. Number of programmes Implemented to enhance visitor service and experiences
Definition	Measures the number of programmes implemented in order to enhance visitor service and experience.
Source of data	CD: 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	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	CD: 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)	<ul style="list-style-type: none"> • 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	CD: Tourism Sector Human Resource Development.