

SOUTH AFRICAN TOURISM ANNUAL REPORT

FY2021/2022

Renewing and reawakening tourism



SOUTH AFRICAN TOURISM



STRATEGIC OVERVIEW



Vision

To position South Africa as an exceptional tourist and business events destination that offers a value-for-money, quality tourist experience that is diverse and unique.



Mission

Marketing South Africa both internationally and domestically to increase the volume of tourists and the value they add to the economy by:

- Implementing an integrated tourism marketing strategy for South Africa
- Promoting South Africa as a world-class business events destination
- Facilitating the delivery of service-orientated, quality-assured tourism experiences
- Positioning South African Tourism as an industry thought leader
- Championing a digital outlook for the industry
- Enhancing stakeholder participation and collaboration.



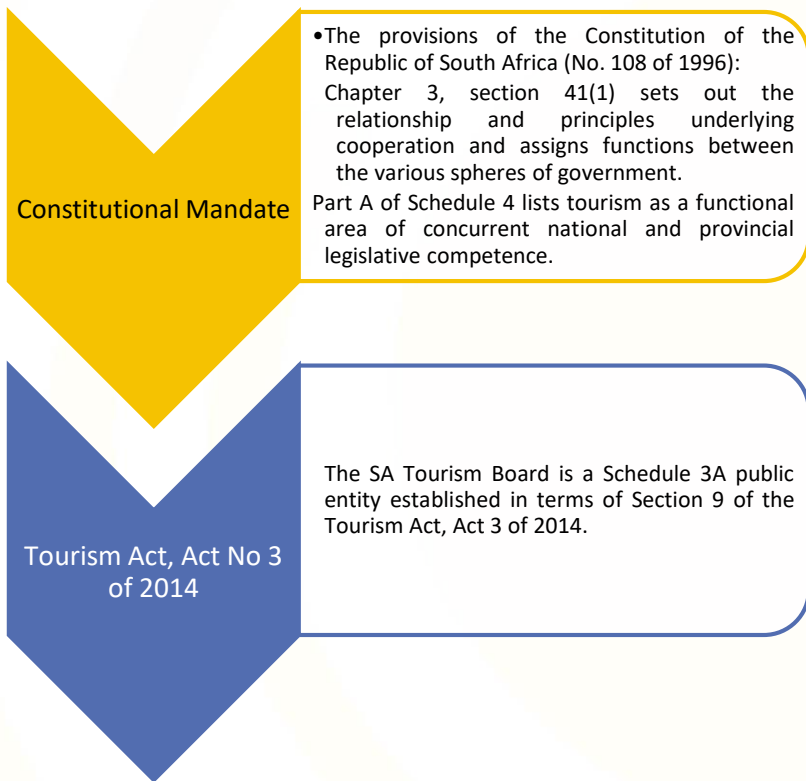
Values

In working towards its vision and mission, South African Tourism subscribes to the following organisational values:

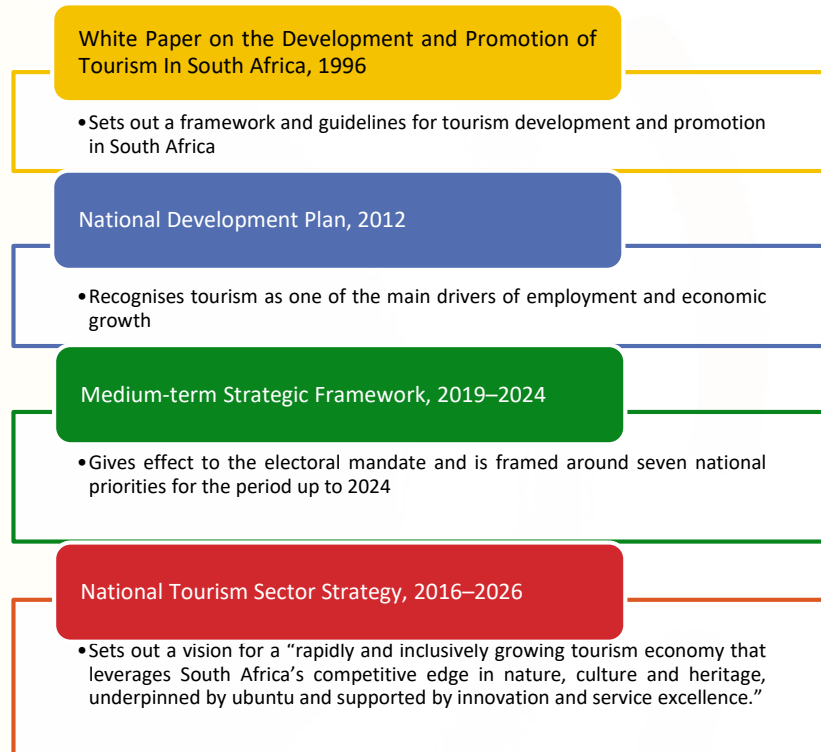




LEGISLATIVE MANDATES



POLICY MANDATES





According to the United Nations World Tourism Organisation, global tourism experienced a mild 4% improvement in 2021, with 15 million more international tourist arrivals (overnight visitors) than in 2020.

2021* INTERNATIONAL TOURIST ARRIVALS

AMERICAS
+17% (VS 2020)
-63% (VS 2019)

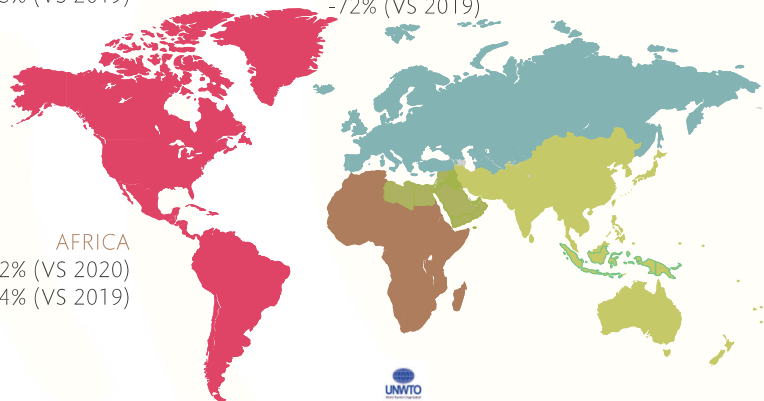
WORLD
+4% (VS 2020)
-72% (VS 2019)

EUROPE
+19% (VS 2020)
-63% (VS 2019)

ASIA & THE
PACIFIC
-65% (VS 2020)
-94% (VS 2019)

AFRICA
+12% (VS 2020)
-74% (VS 2019)

MIDDLE EAST
+24% (VS 2020)
-79% (VS 2019)



SOURCE: UNWTO

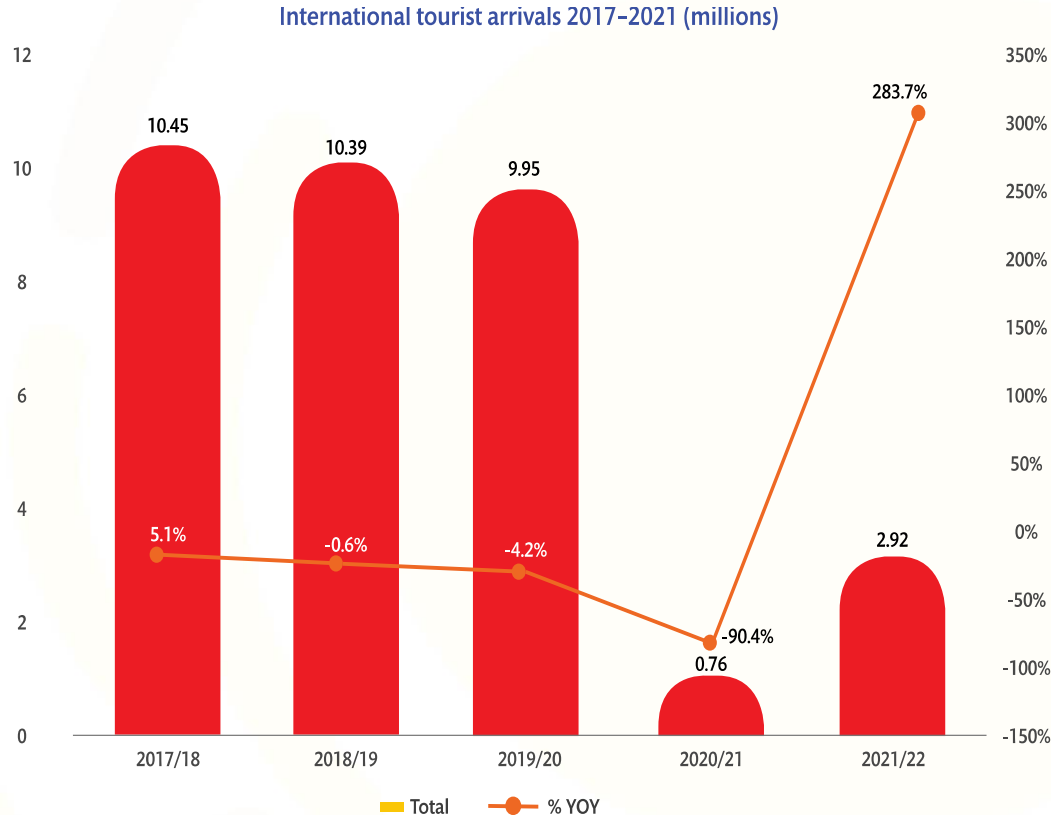
UNWTO January Barometer Report 2022

This performance remained 72% below the levels of the pre-pandemic year, 2019, according to initial estimates.

This follows a 73% plummet in international travel in 2020, the worst year on record for tourism due to the COVID-19 pandemic.



International tourist arrivals to South Africa reached 2.9 million in 2021/22, a 283.7% increase compared to the previous FY.



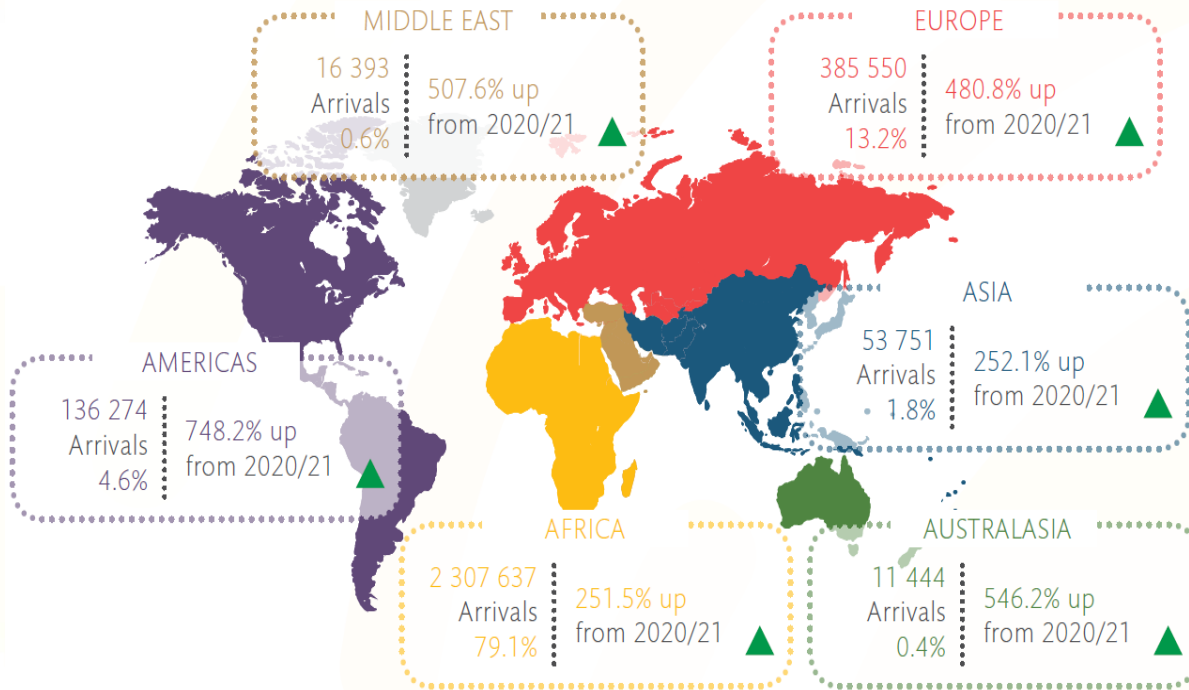
The performance for 2021/22 was at 29.3% of 2019/20 levels.

The pandemic began to have a significant impact on arrivals in April 2020.



Africa had the largest share of arrivals to South Africa.

International tourist arrivals 2021/22 compared to 2020/21
(Actual, Share and Growth)



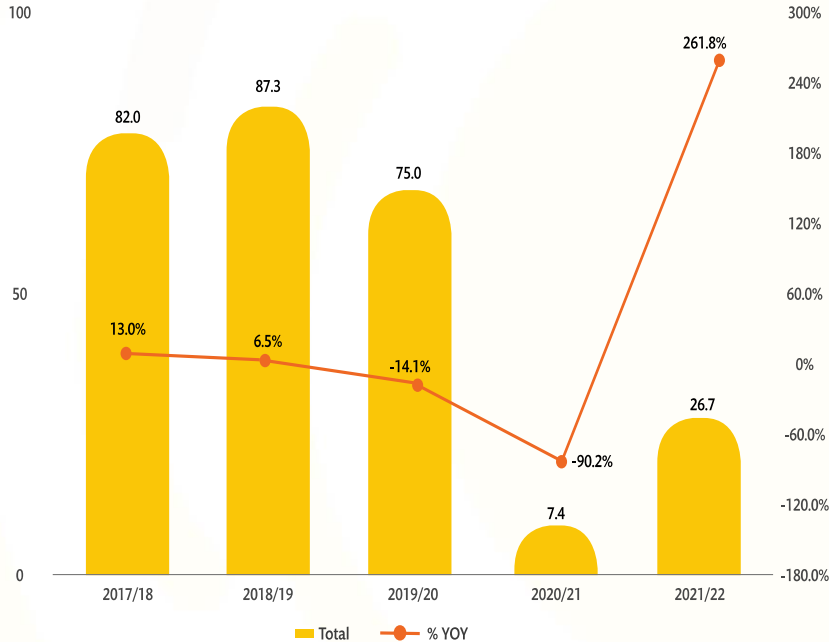
In the 2020/21 financial year, the biggest source of arrivals for South Africa was the Africa region with 2,3 million arrivals, followed by Europe with 385 000 arrivals) and the Americas with 136 000 arrivals.

All regions displayed growth compared with the 2020/21 financial year.

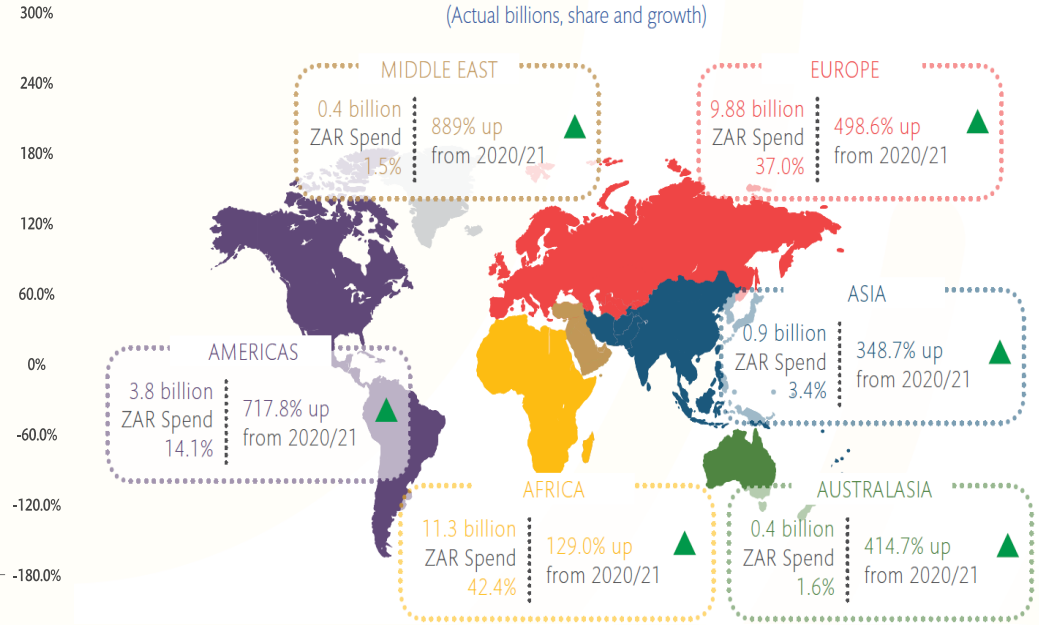


Total foreign direct spend grew by 261.8%, reaching R26.7 billion in 2021/22, from R7.4 billion in 2020/21.

Total foreign direct spend 2017/18 - 2021/22 (ZAR Billions)



Total foreign direct spend by region 2021/22 compared to 2020/21
(Actual billions, share and growth)





Domestic tourism drives the recovery and sustainability of the tourism sector.



In 2021/22,

18.4 million (Overnight) domestic trips

were taken in South Africa, a 22.5% increase from 2020/21.

Out of the 18.4 million trips, 4,6 million trips were holiday trips representing a 25.2% share. Domestic holiday trips in 2021/22 grew by 50.5% when compared to 2020/21.



Total revenue generated by domestic tourism in 2021/22 was **ZAR 56.3 billion**, an increase of 26.4%.

Tourists individually spent more than in 2021/22. The average spend per tourist was ZAR 3 066 (3.2% vs. ZAR 2 972 in 2020/21).

Holiday spend amounted to ZAR 25.8 billion. Average spend on holiday trips was ZAR 5 578.



There were

82.5 million domestic day trips in 2021/22,

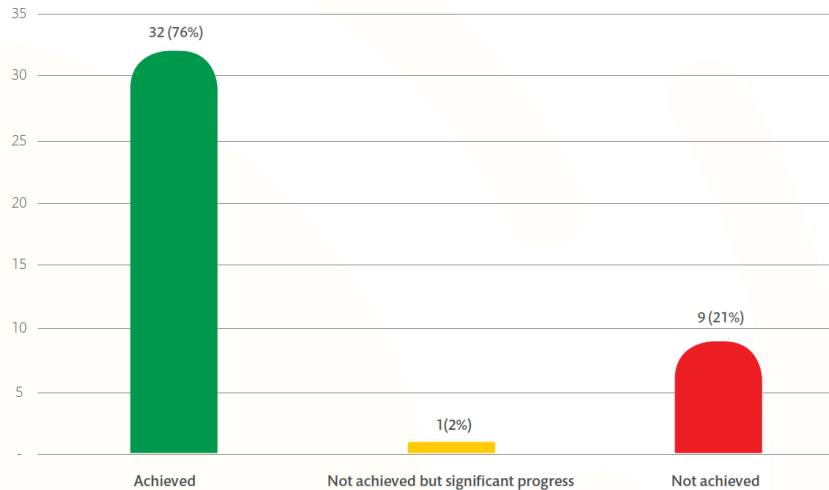
resulting in a decrease of 8.4% compared to 2020/21.

Day trip spend was recorded at ZAR 78.4 billion, showing a slight increase of 0.6% versus the preceding financial year.

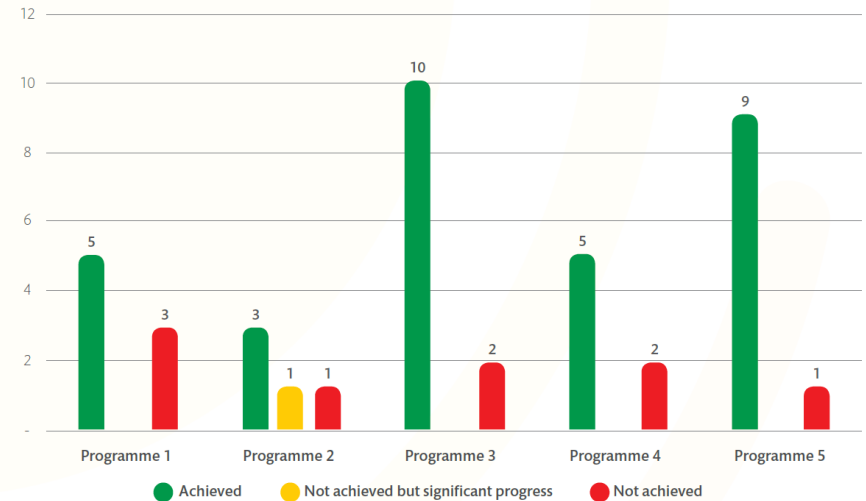
ORGANISATIONAL PERFORMANCE

The FY21/22 Annual Performance Plan had a total of 42 targets across 5 programmes, with performance recorded as follows:

2021/22 APP Performance



2021/22 Performance per Programme





Programme 1: Corporate Support

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations | |
|--|--|--|--|---|---|--|---|
| Achieve good corporate and co-operative governance | Internal control | Percentage implementation of valid internal and external audit recommendations | 100% implementation of valid audit recommendations | 73% of valid audit recommendations were implemented | -27% | 43 actions are overdue due to management not prioritising the implementation of recommendations. Consequence management was directed for impacted business units | |
| | Financial management | Payment of compliant invoices within 30 days from date of receipt | 100% | 100% | 0% | None required | |
| | Business process automation | Identified business processes automated | ICT, TE, CMO, TGCSA, NCB business processes automated | TGCSA business processes automated | -80% | The work was under-scoped. Disciplinary action was undertaken for the under-performance on this project. | |
| | Human resources management and development | | Staff engagement score | 3.4 staff engagement score | Staff engagement score was not undertaken for 2021/22 | -100% | The procurement of a service provider for the survey was delayed due to the unavailability of BEC members and the resignation of employees within SCM. The procurement was concluded and the survey was initiated on 9 May 2022 |
| | | | Implementation of Employment Equity Plan: Percentage of women in South African Tourism | 60% | 67% | 12% | None required |
| | | | Percentage of women in senior and top management positions | 50% | 64% | 28% | None required |
| | | | Percentage of people with disabilities employed | 2% | 2% | 0% | None required |
| | | | Maintain at least 60% black people (African, Coloured and Indian) across all occupational levels | 60% | 73% | 22% | None required |



Programme 2: Business Enablement

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations |
|--|--|--|---|--|---|---|
| Achieve good corporate and co-operative governance | Stakeholder relations | Percentage of approved MoUs with provinces implemented | 100% approved MoUs with provinces implemented | 95% of the MoUs with provinces implemented | -5% | The webinar was replaced with a trade mailer. The Lilizela Awards did not proceed as planned. The above was due to the impact of the COVID-19 restrictions |
| | Industry engagement | B2B and B2C portal supported | Go-live and support for B2B and B2C portals | Go-live and support for B2B and B2C portals was not achieved | -100% | The project was discontinued because a flawed process was followed to appoint the service provider, which led to irregular expenditure. As a result, South African Tourism instituted a legal review of the appointment of the service provider(s). The project concept remains approved, and an entirely new platform build is planned |
| | | South African Tourism Reputation Index | Conduct survey to establish new baseline | The survey to establish the baseline has been conducted. | 0% | None required |
| | Thought leadership/ Analytics and Insights | Number of reports assessing performance of the tourism sector produced | 4 tourism sector performance reports | 4 tourism sector performance reports were produced. | 0% | None required |
| | | Number of sector engagements | 4 sector engagements | 4 sector engagements were held. | 0% | None required |



Programme 3: Leisure Tourism Marketing

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations |
|---|--------------------------------|--|-------------------------------|----------------------------|---|--|
| Increase the tourism sector's contribution to inclusive economic growth | International tourist arrivals | Number of international tourist arrivals | 2.6 million | 2.9 million | 12% | The execution of an accelerated in-market campaign after the removal of South Africa from the "red list" across the globe, as well as the opening of the borders of various countries led to the target being exceeded |
| | Regional tourist arrivals | Number of regional tourist arrivals | 2.0 million | 2.3 million | 15% | The target was exceeded as a result of the launch of the regional brand campaign and the deal-driven campaigns that were executed. Marketing efforts in the last quarter of 2020/21 formed the bedrock of the performance in 2021/22 |
| | Domestic holiday trips | Number of domestic holiday trips | 3.1 million | 4.6 million | 49% | An increase in domestic holiday trips was seen due to pent-up demand that was realised at different times in the year, leading to stronger recovery for domestic tourism |
| | Domestic holiday spend | Number of reports assessing performance of the tourism sector produced | R10.1 billion | R25.8 billion | 155% | In line with the stronger recovery in the domestic sector, tourists individually spent more, resulting in higher total revenue generated by domestic tourism |
| | Domestic day trips | Number of day trips | 116.1 million | 82.5 million | -29% | This target was not met due to the lockdown restrictions and related limitations imposed by the COVID-19 risk-adjusted strategy. There was less disposable income and fewer tourist products were open. This contributed to the underperformance against this target |



Programme 3: Leisure Tourism Marketing

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations |
|---|-------------------------------|--|--|---|---|---|
| Increase the tourism sector's contribution to inclusive economic growth | Destination brand strength | Brand Strength Index (leisure tourism) | 39.9 | The Brand Strength Index (leisure tourism) survey was not undertaken | -100% | The tender was re-advertised and is currently being evaluated. The survey will thus be undertaken in the new fiscal year |
| | Domestic marketing campaigns | Number of domestic deal-driven campaigns implemented | Four domestic deal-driven campaigns implemented | Five domestic deal-driven campaigns were implemented. | 20% | Collaboration with sector partners led to the over-achievement of this target |
| | | Number of digital engagements– Domestic | 481 720 | 2 783 472 | 478% | There was an intensified focus on deal-driven campaigns instead of brand campaigns, which led to more engagement |
| | Regional marketing campaign | New regional brand campaign implemented | One regional brand campaign implemented | One regional brand campaign was implemented | 0% | None required |
| | | Number of digital engagements – regional | 85.7 million | 641.1 million | 648% | Targets were based on historic performance. COVID-19 restrictions brought about a change in consumer behaviour, which resulted in greater interaction with digital media. |
| | Global tourism brand campaign | Global tourism brand campaign implemented | One annual campaign launched and global roll-out | One annual campaign was launched with the global roll-out implemented | 0% | None required |
| | | Tourism activation at the World Expo 2020 in Dubai | Tourism activation at the World Expo 2020 in Dubai Implemented | Tourism activation at the World Expo 2020 in Dubai was implemented | 0% | None required |



Programme 4: Business Events

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations |
|---|---|--|--|---|---|--|
| Increase the tourism sector's contribution to inclusive economic growth | Business destination brand strength | Business Events Brand Strength Index | Baseline determined in 2021/22 | The study was conducted with the baseline determined | 0% | None required |
| | Positioning South Africa as a business events destination | Global business events campaign implemented | One global business events campaign | The global business events campaign was implemented | 0% | None required |
| | | Domestic business events campaign implemented | One domestic business events campaign | The domestic business events campaign was implemented | 0% | None required |
| | Bid support for international business events | Number of bid submissions | 77 bid submissions | 81 bid submissions achieved | 5% | None required |
| | National business events hosted in VTSDs | Number of national business events hosted in VTSDs | Three national business events to be piloted in VTSD | Three national business events were piloted in VTSD | 0% | None required |
| | Business events hosted | Indaba and Meetings Africa hosted | Hosting of Indaba and Meetings Africa in a hybrid format | Meetings Africa was hosted | -50% | Given the fluid environment created by the pandemic and three different waves that South Africa experienced, hosting trade shows was a challenge. Indaba was thus not held |
| | Strategic platforms hosted | Lilizela Awards hosted | Hosting of Lilizela Awards in a hybrid format | Lilizela Awards was not hosted | -100% | It was not feasible to host the Lilizela Awards given the impact of the pandemic on the sector |



Programme 5: Visitor Experience

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations |
|---|--|---|--|---|---|---|
| Increase the tourism sector's contribution to inclusive economic growth | Quality-assured visitor services | Net Promoter Score improvement plan implemented | NPS improvement plan implemented | The NPS improvement plan was implemented | 0% | None required |
| | Accommodation establishments graded | Number of graded establishments | 4 707 | 3 605 establishments were graded | -23% | Many of the grading memberships lapsed and were not renewed |
| | Enterprise and supplier (E&SD) development | E&SD programme implemented | One domestic business events campaign | The domestic business events campaign was implemented | 0% | None required |
| | | Percentage of total seats at South African Tourism trade show platforms dedicated for SMME participants | 25% of total seats at South African Tourism trade show platforms dedicated for SMME participants | 40% of total seats at South African Tourism trade show platforms were dedicated for SMME participants | 60% | Target was exceeded due to physical and virtual participation at the trade show platforms |
| | | Basic Quality Verification Programme to support new accommodation entrants implemented | Baseline established targets for 2022/23 to 2024/25 defined | The baseline was established. Targets for 2022/23 to 2024/25 were defined | 0% | None required |



Programme 5: Visitor Experience

| Outcome | Output | Output indicator | Planned annual target 2021/22 | Actual achievement 2021/22 | Deviation from planned target to actual achievement 2021/22 | Reasons for deviations |
|---|--|---|--|---|---|--|
| Increase the tourism sector's contribution to inclusive economic growth | Enterprise and supplier (E&SD) development | Percentage of qualifying expenditure achieved on procurement from Broad-Based Black Economic Empowerment (B-BBEE) contributor status levels 1-5 | 100% procurement from B-BBEE contributor status levels 1-5 | 100% procurement from B-BBEE contributor status levels 1-5 was achieved | 0% | None required |
| | | | 30% SMME | 30% achieved | 0% | None required |
| | | Minimum percentage expenditure achieved on procurement of goods and services from targeted groups | 40% women-owned | 41% achieved | 2% | Target exceeded due to increased efforts in procuring goods from targeted groups |
| | | | 30% youth-owned | 36% achieved | 30% | |
| | | | 7% people with disabilities-owned | 9% achieved | 29% | |



Strategy to overcome areas of under-performance

| Target | Mitigating Action/s |
|---|--|
| 100% implementation of valid audit recommendations | South African Tourism will have an increased focus on overdue actions by sharing quarterly coverage notifications and elevating stakeholder engagement levels |
| ICT, TE, CMO, TGCSA, NCB business processes automated | A new service provider will be appointed in the new financial year to automate the remainder of the business processes |
| 3.4 Staff Engagement Score | The procurement was concluded, and the survey was initiated on 9 May 2022 |
| 100% approved MoUs with provinces implemented | South African Tourism will improve planning with provincial tourism authorities to ensure the effective management and implementation of MoUs |
| Go-live and support for B2B and B2C portals | The project concept remains approved, and an entirely new platform build is planned for the new financial year |
| Brand Strength Index (leisure tourism): 39.9 | The tender was re-advertised and is currently being evaluated. The survey will thus be undertaken in the new fiscal year |
| Hosting of Indaba | The Africa Travel and Tourism Summit was held in the absence of the Africa Travel Indaba to act as a platform to solve tourism-related challenges created by the pandemic |
| Hosting of Lilizela Awards in a hybrid format | The Lilizela Tourism Awards Programme will be reviewed and revamped in the new financial Year |
| 4 707 graded establishments | In the new financial year, an educational drive will be undertaken to assist members with Total Quality in Tourism and create awareness on the importance of quality assurance, including its benefits |



FINANCIAL PERFORMANCE

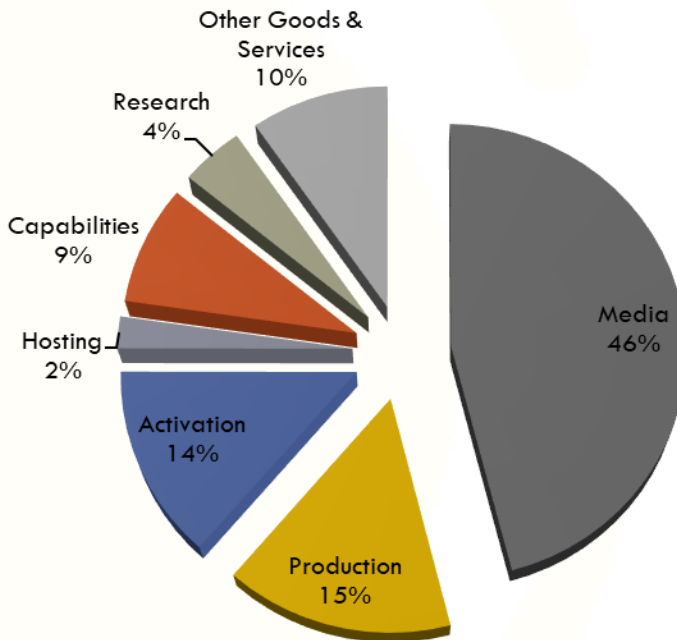
| Programme/activity/objective | Budget 2020/21 | Actual | Over/under expenditure | Budget 2021/22 | Actual | Over/under expenditure |
|------------------------------|----------------|---------|------------------------|----------------|-----------|------------------------|
| Corporate support | 111 445 | 111 344 | 101 | 154 768 | 148 118 | 6 650.00 |
| Business Enablement | 33 807 | 39 841 | -6 034 | 80 761 | 55 740 | 25 021 |
| Leisure Tourism Marketing | 266 423 | 405 555 | -139 131 | 1 026 687 | 922 293 | 104 394 |
| Business Events | 23 291 | 30 836 | -7 545 | 106 259 | 108 085 | -1 826.00 |
| Tourist Experience | 44 061 | 34 487 | 9 574 | 49 147 | 39 658 | 9 489 |
| Total | 479 027 | 622 063 | -143 036 | 1 417 622 | 1 273 894 | 143 728 |



FINANCIAL PERFORMANCE PER ECONOMIC CLASSIFICATION

| ECONOMIC CLASSIFICATION | ANNUAL BUDGET R'000 | EXPENDITURE R'000 | % OF EXPENDITURE ON ANNUAL BUDGET |
|-----------------------------|---------------------|-------------------|-----------------------------------|
| Current Spending | 1 385 266 | 1 252 928 | 90% |
| Compensation of Employees | 244 834 | 230 874 | 94% |
| Goods and Services:ex capex | 1 140 432 | 1 022 054 | 90% |
| Capital Assets | 32 356 | 20 966 | 65% |
| Total | 1 417 622 | 1 273 894 | 90% |

% REPRESENTATION OF GOODS AND SERVICES EXPENDITURE



ANALYSIS OF GOODS AND SERVICES EXPENDITURE

| LINE ITEM | TOTAL BUDGET | EXPENDITURE |
|-------------------------------------|------------------|------------------|
| Media | 514 034,23 | 469 981,44 |
| Production | 171 501,03 | 156 824,95 |
| Activation | 174 004,61 | 139 964,87 |
| Hosting | 27 615,14 | 23 124,02 |
| Capabilities | 120 565,74 | 87 345,01 |
| Research | 72 421,29 | 45 600,59 |
| Other Goods & Services | 60 290,00 | 99 213,00 |
| Total - Goods & Services | 1 140 432 | 1 022 054 |

2021/2022 Audit outcome

The overall audit outcome for South African Tourism (SAT) has improved from a qualified opinion with findings in the prior year to unqualified with findings on compliance with key legislation.

SA Tourism maintained a sound control environment in the following areas:

- Financial Health;
- Human Capital.

Audit Improvement in the following control environment



- Quality of Annual Financial Statements;
- Quality of Annual Performance Information Report;
- Supply Chain Management.

A regression in the Information Technology environment





REGRESSION IN IT AUDIT OUTCOMES

An analysis of the information technology (IT) audit outcomes indicated that

- Management had not formalised processes relating to IT Governance that will direct and evaluate the use of IT to support SAT;
- These processes include the formalisation of the IT governance framework, IT strategic plan, and IT policies- without these processes, the auditee will not be able to monitor the use of ICT to achieve its plans, use IT strategy and policies to accomplish its purpose and align the IT strategy with SAT's goals;
- Furthermore, because of lack of approved policies and procedures management was not adequately and effectively performing processes relating to change management, security management, and user account management.



IRREGULAR EXPENDITURE

Opening balance as previously reported

45 134 286 162 481 759

Opening balance as restated

45 134 286 162 481 759

Add: Irregular Expenditure - current

6 800 498 20 063 332

Less: Amount written off - current

- (137 410 805)

Closing balance

51 934 784 45 134 286

Current year Irregular expenditure comprises of the appointment of a panel of internal auditors to the Value of R 831 698 which is in the process of condonement and R1 500 000 for collaboration between South African Tourism and Eastern Cape Parks and Tourism Agency, this matter is being treated in line with the irregular expenditure framework and will be tabled for condonement once internal processes have been finalised. And costs related to the “I do tourism campaign” marketing material procurement at a cost of R 4 468 800.

The closing balance includes a lease variation in the Netherlands (R1 769 953), COVID-19 support (R1 477 750) and marketing expenditure paid for by third parties (R 34 057 697.47) and an amount of R 6 948 026 related to the appointment of an international stand construction supplier without fully satisfying the requirements of the Preferential Procurement Policy Framework Act (PPPFA). The matter has been investigated and are in the process of condonement.



BOARD ENGAGEMENTS

| Committee | Number of meetings held | Number of members | Members |
|--|-------------------------|-------------------|--|
| Audit and Risk Committee | 7 | 5 | <ul style="list-style-type: none">• Mduduzi Zakwe• Kate Rivett-Carnac• Lindiwe Sangweni-Siddo• Michelle Constant• Enver Duminy |
| Marketing and Commercial Committee | 7 | 5 | <ul style="list-style-type: none">• Thebe Ikalafeng• Gloria Serobe• Ravi Nadasen• Siyabonga Dube• Kate Rivett-Carnac |
| Human Capital and Remuneration Committee | 9 | 5 | <ul style="list-style-type: none">• Enver Duminy• Advocate Mojanku Gumbi• Lindiwe Sangweni-Siddo• Nomzamo Bhengu• Zola Tshetu |
| TGCSA Awards Committee | 4 | 5 | <ul style="list-style-type: none">• Ravi Nadasen• Michelle Constant• Zola Tshetu• Mduduzi Zakwe• Siyabonga Dube |



HUMAN CAPITAL MANAGEMENT: VACANCIES

| Programme, activity or objective | 2020/21 Number of employees | 2021/22 Approved posts | 2021/22 Number of employees | 2021/22 Vacancies | Percentage of vacancies |
|------------------------------------|-----------------------------|------------------------|-----------------------------|-------------------|-------------------------|
| Administration / Corporate Support | 61 | 65 | 62 | 3 | 1.5% |
| Business Enablement | 8 | 9 | 8 | 1 | 0.5% |
| Leisure Tourism Marketing | 79 | 89 | 80 | 9 | 4.5% |
| Business Events | 15 | 17 | 15 | 2 | 0.9% |
| Tourism Experience | 21 | 22 | 21 | 1 | 0.5% |
| Total | 184 | 202 | 186 | 16 | 7.9% |

| Programme, activity or objective | 2020/2021 Number of employees | 2021/2022 Approved posts | 2021/2022 Number of employees | 2021/2022 Vacancies | Percentage of vacancies |
|----------------------------------|-------------------------------|--------------------------|-------------------------------|---------------------|-------------------------|
| Top Management | 5 | 7 | 3 | 4 | 1.9% |
| Senior Management | 15 | 15 | 12 | 3 | 1.5% |
| Professional qualified | 84 | 96 | 89 | 7 | 3.5% |
| Skilled | 68 | 71 | 70 | 1 | 0.5% |
| Semi-skilled | 12 | 13 | 12 | 1 | 0.5% |
| Unskilled | 0 | 0 | 0 | 0 | 0% |
| Total | 184 | 202 | 186 | 16 | 7.9% |



HUMAN CAPITAL MANAGEMENT: EMPLOYMENT EQUITY

| Levels | MALE | | | | | | | |
|------------------------|-----------|-----------|----------|----------|----------|----------|----------|----------|
| | African | | Coloured | | Indian | | White | |
| | Current | Target | Current | Target | Current | Target | Current | Target |
| Top Management | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management | 1 | 3 | 1 | 1 | 0 | 2 | 1 | 1 |
| Professional qualified | 21 | 24 | 0 | 0 | 2 | 2 | 1 | 2 |
| Skilled | 9 | 12 | 2 | 1 | 1 | 1 | 2 | 2 |
| Semi-skilled | 5 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unskilled | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 38 | 45 | 3 | 2 | 3 | 5 | 4 | 5 |

| Levels | FEMALE | | | | | | | |
|------------------------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|
| | African | | Coloured | | Indian | | White | |
| | Current | Target | Current | Target | Current | Target | Current | Target |
| Top Management | 1 | 2 | 0 | 0 | 0 | 1 | 1 | 1 |
| Senior Management | 3 | 3 | 2 | 2 | 1 | 1 | 1 | 1 |
| Professional qualified | 26 | 28 | 4 | 5 | 2 | 1 | 4 | 3 |
| Skilled | 26 | 27 | 4 | 4 | 4 | 2 | 3 | 3 |
| Semi-skilled | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unskilled | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 63 | 67 | 10 | 11 | 7 | 5 | 9 | 8 |



OUTLOOK FOR THE FY22/23

South African Tourism will continue to anchor its programmes and activities around the Tourism Sector Recovery Plan, with a particular focus on reigniting demand in our domestic, regional and international source markets.

Key initiatives for the year include:

- Development and rollout of the Integrated Brand and Marketing Strategy
- Continued implementation of the global brand campaign in identified source markets
- Implementation of the Global Advocacy Programme in partnership with private and public sector stakeholders
- Hosting of Africa's Travel Indaba 2022 and Meetings Africa 2023
- 5 National business events to be piloted in Villages, Townships, and Small Dorpies
- Revision of the grading business model and TGCSA value proposition
- Development of an integrated analytics and digital operating framework
- Optimising the South African Tourism corporate brand



CONCLUSION

- The organisation obtained an unqualified audit outcome.
- Whilst there has been significant progress in the organisation's approach to managing compliance and audit matters, there remains room for improvement, particularly in the areas of ICT and ICT governance, Human Capital Management and Supply Chain Management.



LIST OF ABBREVIATION AND ACRONYMS

| | |
|----------|--|
| AAVEA | Association of Visitor Experiences and Attractions |
| ACSA | Airports Company South Africa |
| AGSA | Auditor-General of South Africa |
| APAC | Asia-Pacific Countries |
| APP | Annual Performance Plan |
| ARCO | Audit and Risk Committee |
| ATM | Arabian Travel Market |
| ATTS | Africa's Travel and Tourism Summit |
| B2B | Business-to-Business |
| B2C | Business-to-Consumer |
| BEE | Black Economic Empowerment |
| B-BBEE | Broad-Based Black Economic Empowerment |
| BEC | Bid Evaluation Committee |
| BQV | Basic Quality Verification |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| CMO | Chief Marketing Officer |
| COO | Chief Operations Officer |
| COVID-19 | Coronavirus Disease |
| CSO | Chief Strategy Officer |
| DIGITECH | Digital and Technology |
| DMO | Destination Marketing Organisation |
| ELMA | Employee Lifecycle Management Application |
| ERRP | Economic Reconstruction and Recovery Plan |
| E&SD | Enterprise and Supplier Development |
| GAAP | Generally Accepted Accounting Principles |
| GBFS | Girls and Boys Friendly Society |
| GDP | Gross Domestic Product |
| GDPR | General Data Protection Regulation |
| GIBS | Gordon Institute of Business Science |
| GMF | Global Marketing Forum |
| GMP | Google Marketing Platform |
| GRAP | Generally Recognised Accounting Practice |
| GRC | Governance, Risk and Compliance |
| HCREMCO | Human Capital and Remuneration Committee |
| IBTM | Institute of Business Travel Management |
| ICCA | International Congress & Convention Association |
| ICT | Information and Communication Technology |
| IGTM | International Golf Travel Market |

| | |
|---------|--|
| IMEX | Worldwide Exhibition for Incentive Travel, Meetings and Events |
| ITB | International Tourism Exchange |
| KMIA | Kruger Mpumalanga International Airport |
| KPI | Key Performance Indicator |
| King IV | King IV Report on Corporate Governance for South Africa, 2016 |
| MARCOM | Marketing and Commercial Committee |
| MEISEA | Middle East, India and South East Asia |
| MICE | Meetings, Incentives, Conferences and Exhibitions |
| MINMEC | Minister and Members of Executive Councils |
| MIPTech | Ministerial Provincial Technical Committee |
| MoU | Memorandum of Understanding |
| MTSF | Medium-Term Strategic Framework |
| NANTA | National Association of Nigeria Travel Agencies |
| NCB | National Convention Bureau |
| NDP | National Development Plan |
| NPS | Net Promoter Score |
| NTSS | National Tourism Sector Strategy |
| OTA | Outbound Travel Agents |
| PAIA | Promotion of Access to Information Act |
| PCR | Polymerase Chain Reaction |
| PFMA | Public Finance Management Act, No. 1 of 1999 |
| POPIA | Protection of Personal Information Act |
| SAA | South African Airways |
| SANCB | South African National Convention Bureau |
| SAT | South African Tourism |
| SCM | Supply Chain Management |
| SMME | Small, Medium and Micro Enterprise/s |
| SONA | State of the Nation Address |
| TDGDP | Tourism Direct Gross Domestic Product |
| TE | Tourism Execution |
| TGCSA | Tourism Grading Council of South Africa |
| TGSP | Tourism Grading Support Programme |
| TQIT | Total Quality in Tourism |
| TSRP | Tourism Sector Recovery Plan |
| UAE | United Arab Emirates |
| UNWTO | United Nations World Tourism Organisation |
| VFR | Visiting Friends and Relatives |
| VTSD | Villages, Townships and Small Dorpies |
| WTM | World Travel Market |



LIST OF ABBREVIATION AND ACRONYMS

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| AAVEA | Association of Visitor Experiences and Attractions |
| ACSA | Airports Company South Africa |
| AGSA | Auditor-General of South Africa |
| APAC | Asia-Pacific Countries |
| APP | Annual Performance Plan |
| ARCO | Audit and Risk Committee |
| ATM | Arabian Travel Market |
| ATTS | Africa's Travel and Tourism Summit |
| B2B | Business-to-Business |
| B2C | Business-to-Consumer |
| BEE | Black Economic Empowerment |
| B-BBEE | Broad-Based Black Economic Empowerment |
| BEC | Bid Evaluation Committee |
| BQV | Basic Quality Verification |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| CMO | Chief Marketing Officer |
| COO | Chief Operations Officer |
| COVID-19 | Coronavirus Disease |
| CSO | Chief Strategy Officer |
| DIGITECH | Digital and Technology |
| DMO | Destination Marketing Organisation |
| ELMA | Employee Lifecycle Management Application |
| ERRP | Economic Reconstruction and Recovery Plan |
| E&SD | Enterprise and Supplier Development |
| GAAP | Generally Accepted Accounting Principles |
| GBFS | Girls and Boys Friendly Society |
| GDP | Gross Domestic Product |
| GDPR | General Data Protection Regulation |
| GIBS | Gordon Institute of Business Science |
| GMF | Global Marketing Forum |
| GMP | Google Marketing Platform |
| GRAP | Generally Recognised Accounting Practice |
| GRC | Governance, Risk and Compliance |
| HCREMCO | Human Capital and Remuneration Committee |
| IBTM | Institute of Business Travel Management |
| ICCA | International Congress & Convention Association |
| ICT | Information and Communication Technology |
| IGTM | International Golf Travel Market |

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| IMEX | Worldwide Exhibition for Incentive Travel, Meetings and Events |
| ITB | International Tourism Exchange |
| KMIA | Kruger Mpumalanga International Airport |
| KPI | Key Performance Indicator |
| King IV | King IV Report on Corporate Governance for South Africa, 2016 |
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