VISIT
SOUTH
AFRICA

FY2022/23
QUARTERS 1 & 2
ORGANISATIONAL PERFORMANCE REPORT

Presentation to Portfolio Committee on Tourism
13 June 2023

South Africa
SOUTH AFRICAN TOURISM

Contents

VISIT
SOUTH
AFRICA

South Africa
SOUTH AFRICAN TOURISM

ENVIRONMENTAL ANALYSIS

There has been a steady improvement globally from January to September 2022.

- International tourism showed robust performance in January-September 2022, with arrivals reaching 63% of pre-pandemic levels in the first nine months of 2022.

- Europe region performed at 81% of pre-pandemic levels.

- Americas reached 66 % of 2019 levels.

- Asia and the Pacific (+230%) arrivals more than tripled in the first nine months of 2022, reflecting the opening of many destinations, though remained 83% below 2019 levels.

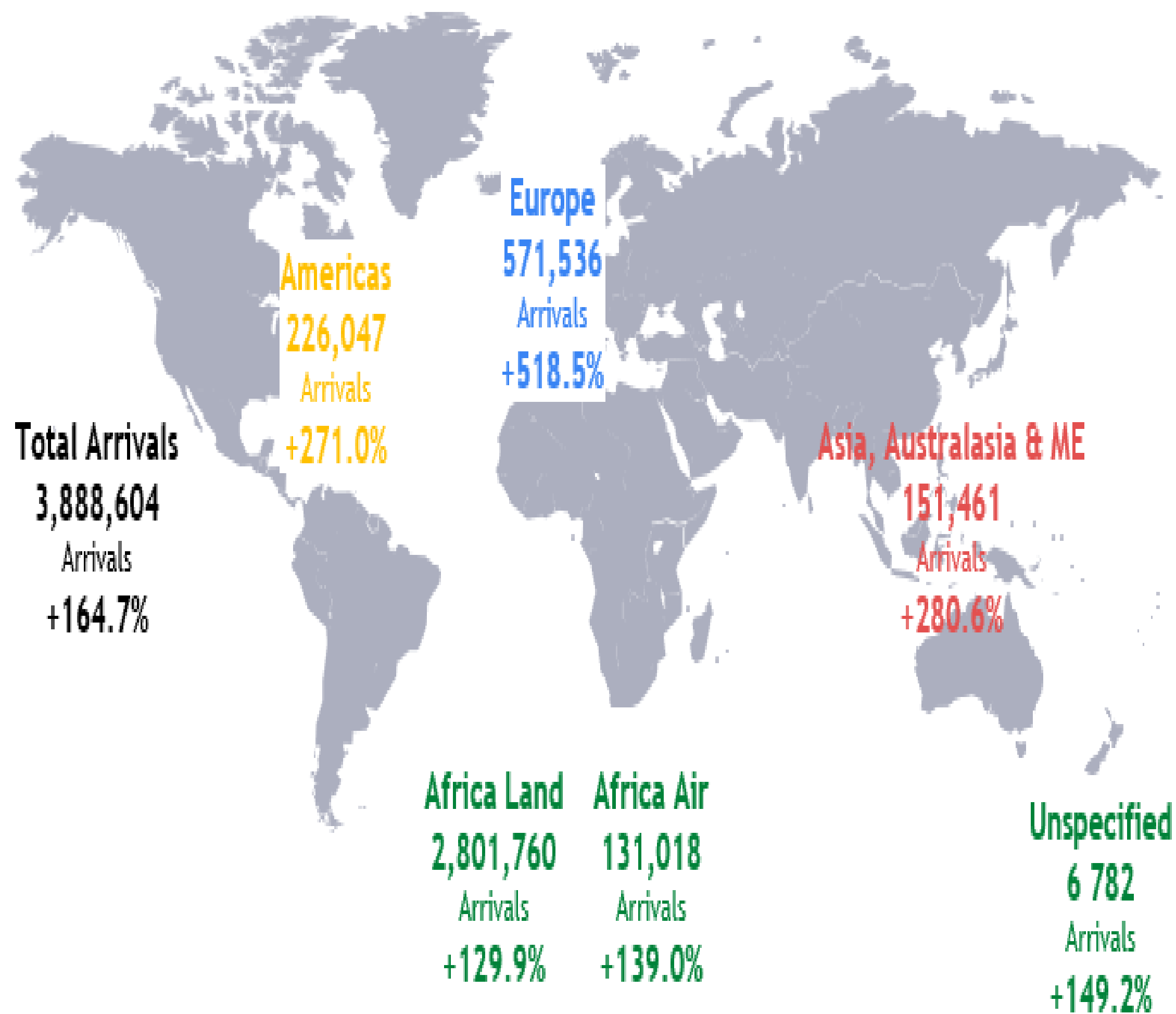- The African region performed at 63% below 2019 levels.
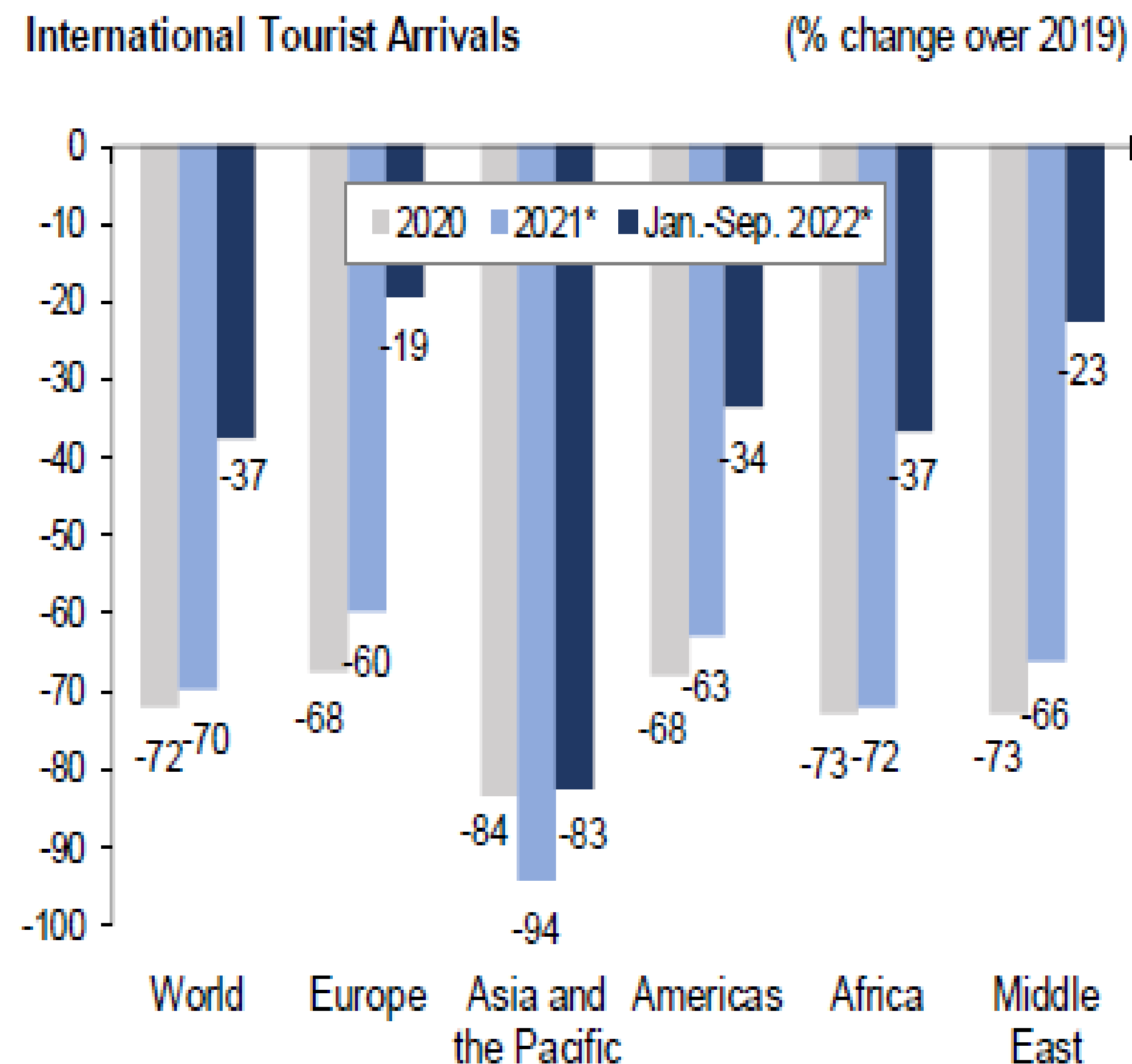
International Tourist Arrivals (% change over 2019)

Legend: 2020, 2021*, Jan.-Sep. 2022*

World: -72, -70, -37
Europe: -68, -60, -19
Asia and the Pacific: -84, -94, -83
Americas: -68, -63, -34
Africa: -73, -72, -37
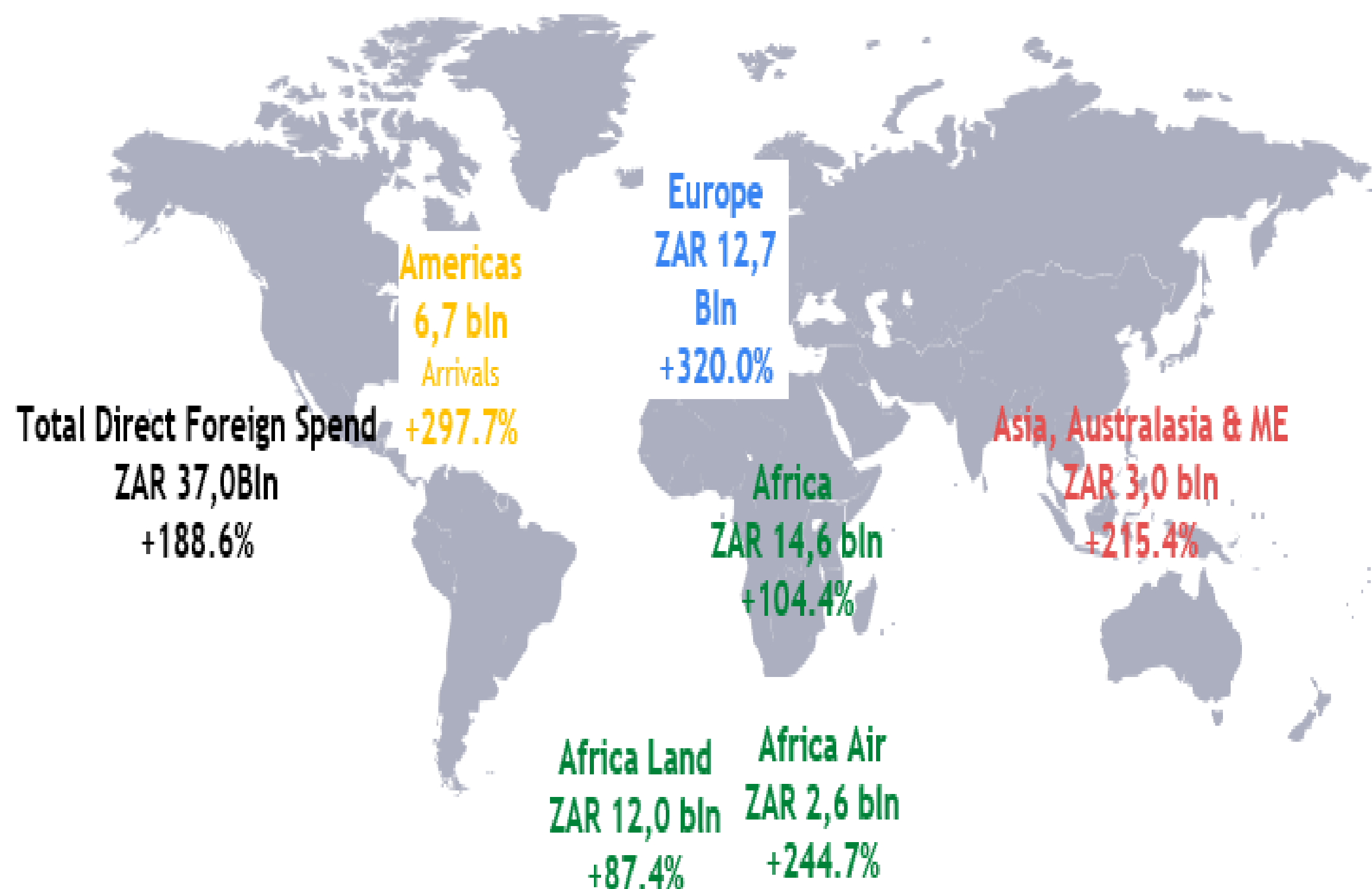Middle East: -73, -66, -23

Cumulative arrivals for January to September 2022 increased by 164.7%, reaching 3.9 million arrivals over the same period in 2021. Arrivals in September 2022 were 539 202.

Total Arrivals
3,888,604
Arrivals
+164.7%

Americas
226,047
Arrivals
+271.0%

Europe
571,536
Arrivals
+518.5%

Asia, Australasia & ME
151,461
Arrivals
+280.6%

Africa Land
2,801,760
Arrivals
+129.9%

Africa Air
131,018
Arrivals
+139.0%

Unspecified
6 782
Arrivals
+149.2%

- The most arrivals were from Africa Land with a 129.9% increase in arrivals when compared with January to August 2021.

- Collectively Europe had the biggest percentage increase in arrivals of 518.5%. The total number of arrivals from Europe in this period of 2022 was 571 536.

- Arrivals from the Americas increased by 271.0% and represented 226 047 of arrivals.

Source: Statistics South Africa, Tourism and Migration P0351 September 2022

Total foreign direct spend   for January to September 2022 increased by 188.6%, reaching R37.0 Bn over the same period in 2021

Europe
ZAR 12,7
Bln
+320.0%

Americas
6,7 bln
Arrivals
+297.7%

Total Direct Foreign Spend
ZAR 37,0Bln
+188.6%

Asia, Australasia & ME
ZAR 3,0 bln
+215.4%

Africa
ZAR 14,6 bln
+104.4%

Africa Land
ZAR 12,0 bln
+87.4%

Africa Air
ZAR 2,6 bln
+244.7%

- The most spend were from Africa with a 104.4% increase in spend reaching R14,6 bln when compared with January to September 2021.

- Followed by Europe with R12,7 bln over the same previous period 2021.

- Spend from the Americas increased by +297.7% and represented R6,7bln of spend.

# Domestic Key Measures: January – September 2022

Domestic overnight trips from January to September 2022 reached 23.9 million trips, 138.6% over the same period in 2021. Holiday and MICE trips increased in share whilst trips for VFR purposes fell in share. Total domestic expenditure was R65.9 billion, a 150.7% increase over 2021, driven by holiday trips having accounted for 43.3% of total expenditure. Domestic day trips recorded a 169.4% increase or 131.0 million. Day trips spend also showed a phenomenal increase of 163.3% to reach 122.1 billion and was largely driven by trips taken for the purposes of shopping and attending social events.

|	Key measure	2021	2022	%Δ
	Number of trips (Mn)	10.0 million	23.9 million	138.6%
	Holiday trips share	1.8 million (18.2%)	6.0 million (24.9%)	
	VFR trips share:	5.0 million (49.6%)	10.3 million (43.3%)	
	MICE trips share:	0.3 million (3.0%)	0.9 million (3.7%)	
	Domestic spend (Bn)	R26.3 billion	R65.9 billion	150.7%
	Holiday spend share:	R7.9 billion (30.2%)	R28.5 billion (43.3%)	
	VFR spend share:	R7.2 billion (27.6%)	R20.4 billion (31.0%)	
	MICE spend share:	R3.8 billion (14.5%)	R4.2 billion (6.4%)	
	Day Trips (Mn)	48,6	131.0	169.4%
	Day Trips Spend (Bn)	R46.4 billion	R122.1 billion	163.3%

Domestic tourism consumption is following the "revenge travel" phenomenon showing that South Africans are travelling to make up for the lost time during the pandemic.

Total trips
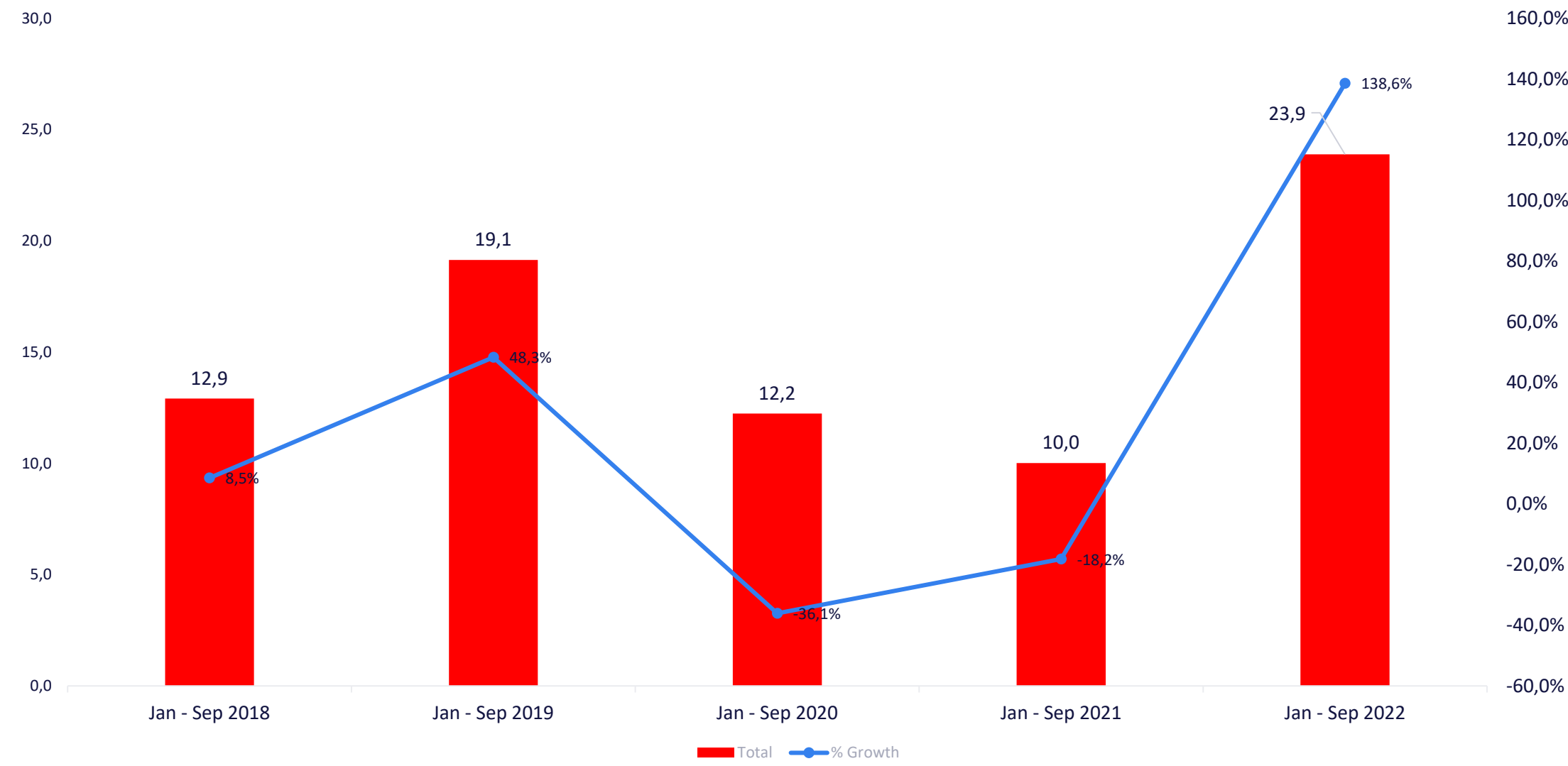
Day trips
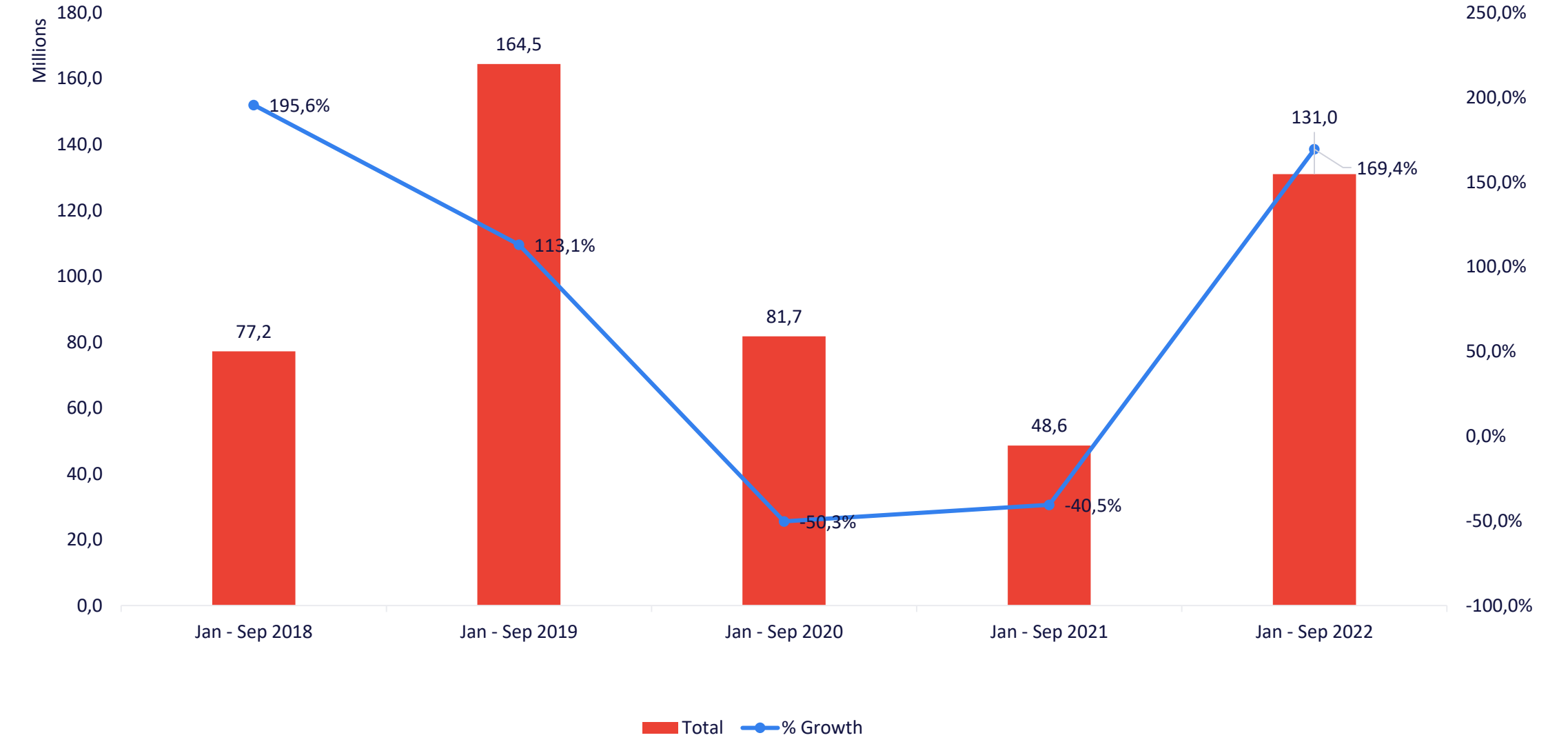
Holiday Trips
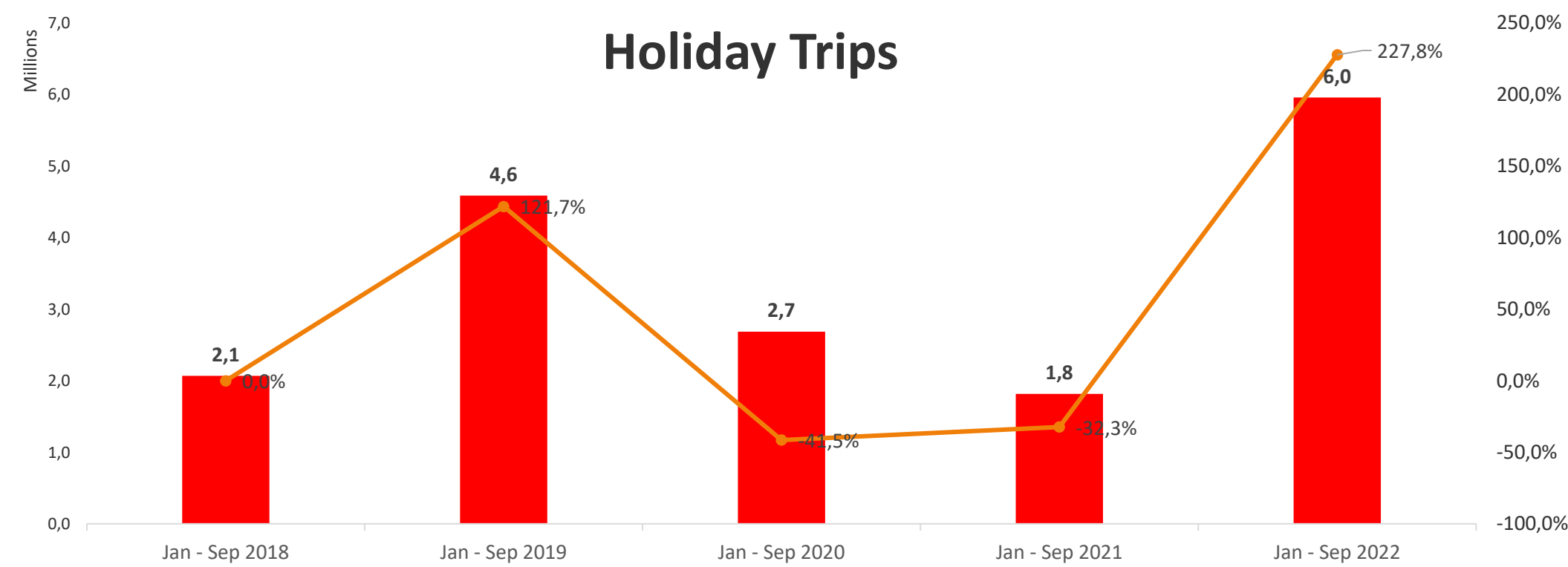
- A total of 23.9 million overnight domestic tourism trips were taken, an increase of 138.6% compared to January to September 2021.

- Domestic holiday trips increased by 227.8% compared to the same period in 2021, reaching a total of 6.0 million trips in the first nine months of 2022.

- Day trips during this period in 2022 surpassed those of 2021 by 169.4% to reach 131 million.

QUARTER 1 & QUARTER 2
PERFORMANCE AGAINST
FY22/23 APP

FY22/23 ANNUAL PERFORMANCE PLAN: Year to Date Performance

Quarter 1 Performance by Programme — 65%

Quarter 2 Performance by Programme — 71%
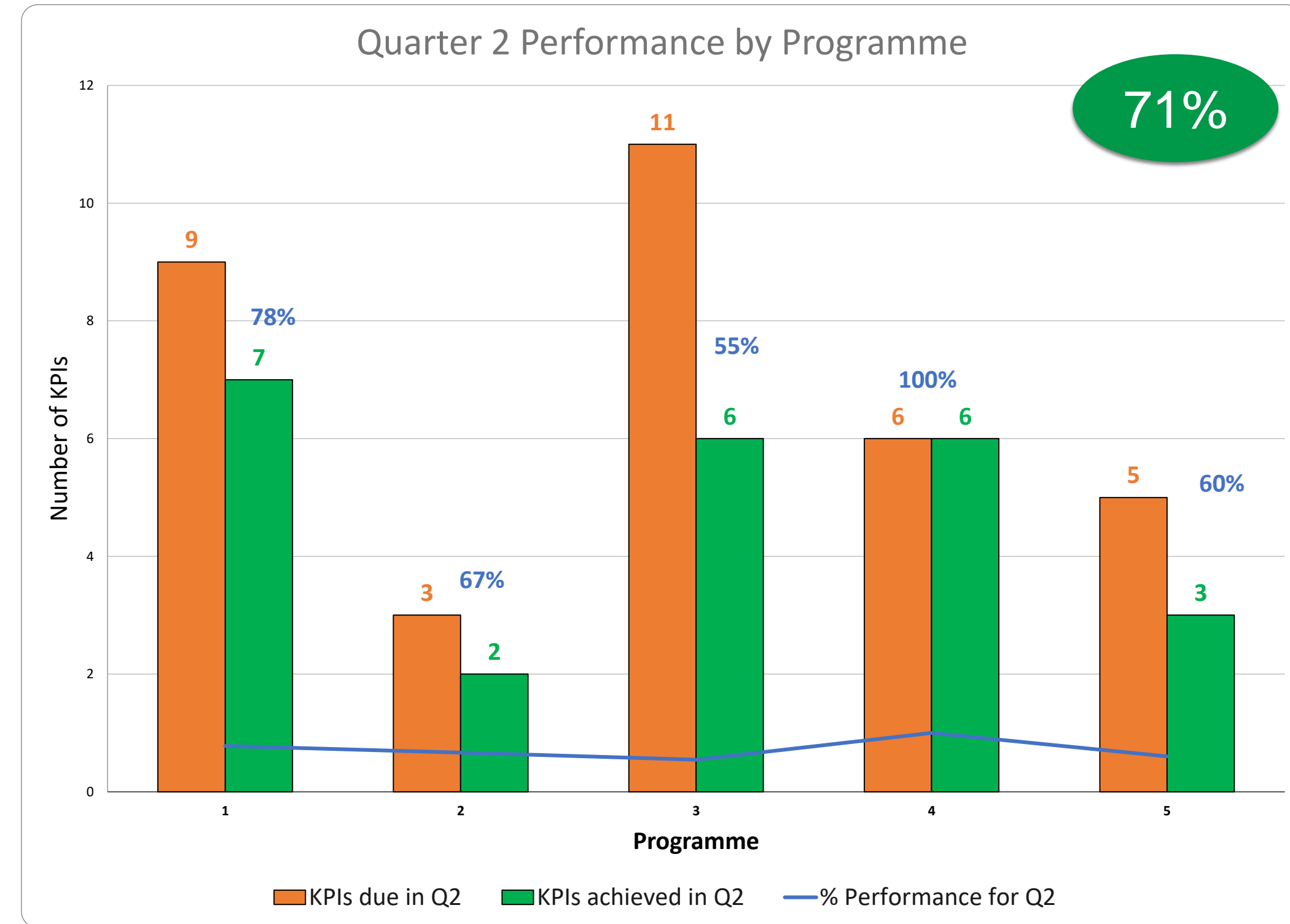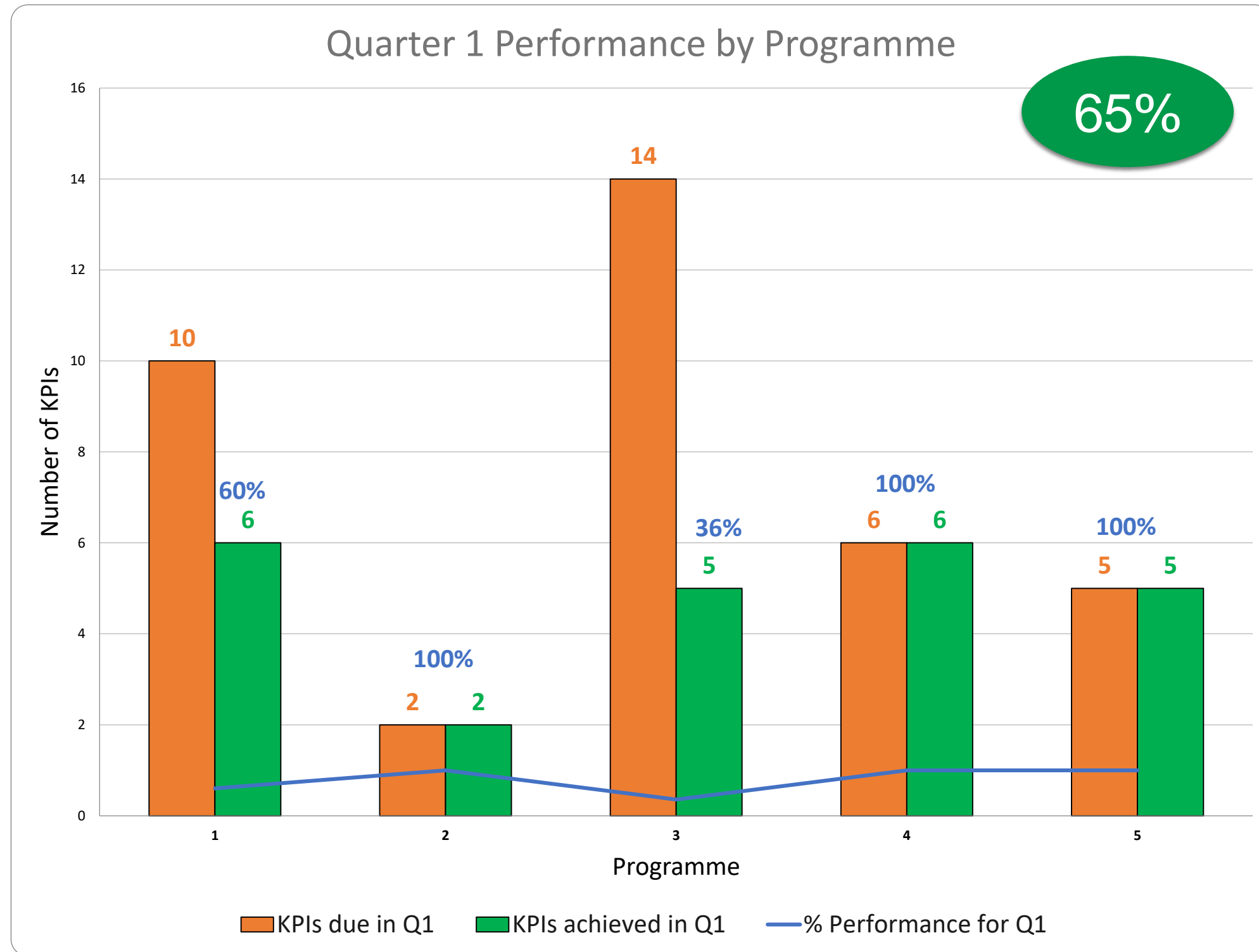
Programme 1: Corporate Support

Highlights:

- 52% of valid audit recommendations were implemented, exceeding the 50% target due to proactive implementation by Management.

- The risk environment has been strengthened through a number of initiatives, driven by the appointment of Risk Champions who meet on a monthly basis.

- Continuous monitoring of the internal control environment has resulted in the payment of 100% compliant invoices within 30 days from the date of receipt.

- The Sales, Business Development and Support Services, and Strategic Platforms, in the National Convention Bureau, were automated.

- Employment Equity targets were exceeded for the percentage of women in SA Tourism, women in senior and top management positions as well as maintaining at least 60% black people across all occupational levels.

Programme 1: Quarterly APP Performance
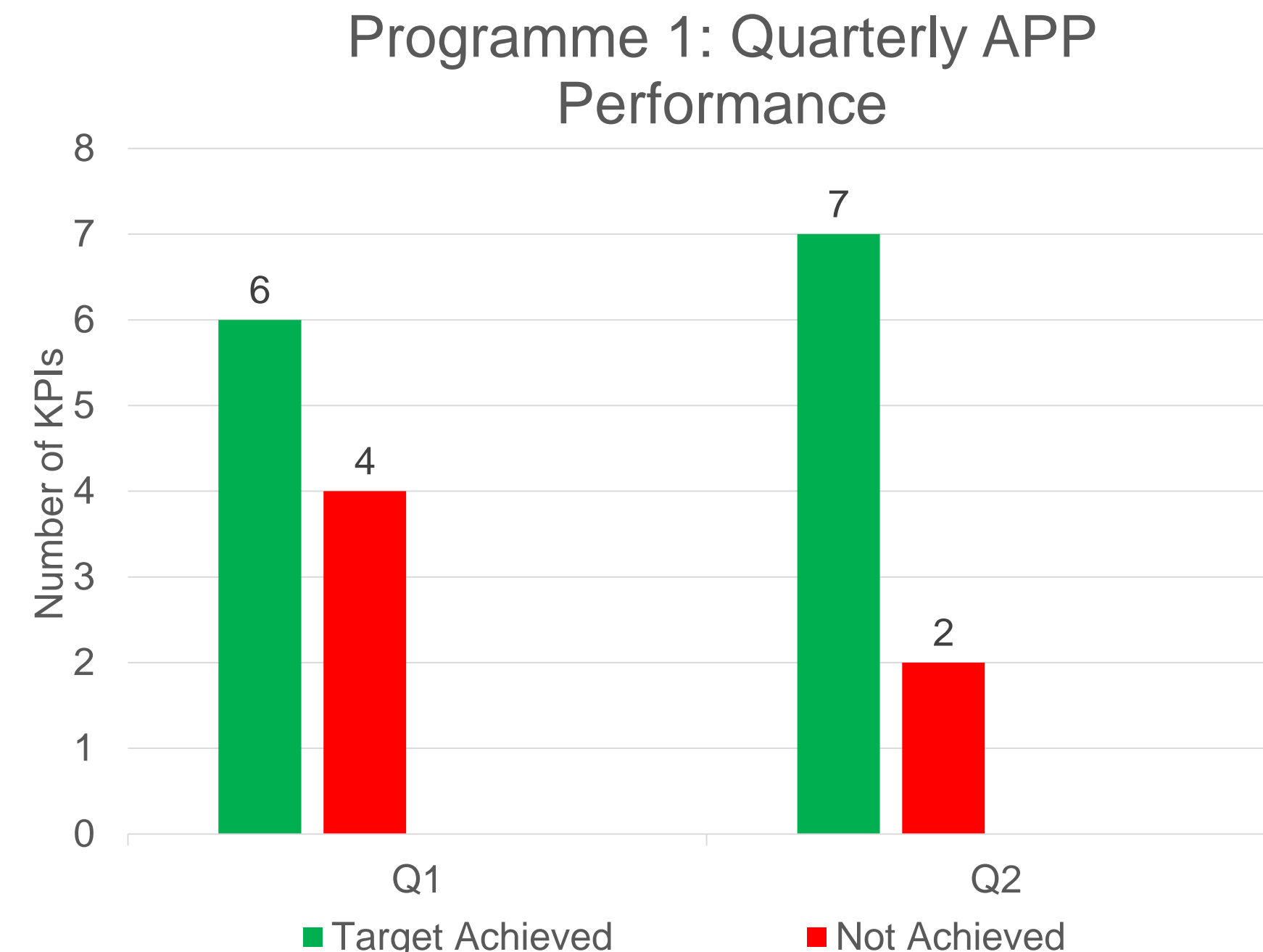
The focus for Quarter 3:

- 75% implementation of valid audit recommendations.

- Conducting a risk management maturity assessment for FY2022/23.

- Payment of compliant invoices within 30 days from the date of receipt.

- Initiate automation of Digitech and Visitor Experience business processes.

- Implementation of the improvement actions from the FY2021/22 staff engagement assessment.

- Driving the Employment Equity targets.

Outcome			Achieve good corporate and cooperative governance				
Output	**Output Indicators**	**2022/23 Annual Target**	**Quarterly Targets**	**Progress Against Quarterly Or Annual Target**	**Variance**	**Attributes To Success / Reasons For Deviation**	**Corrective Measures**
2.1. Internal control	2.1.1. Percentage implementation of valid internal and external audit recommendations	100% Implementation of valid audit recommendations	Q1: 25% Implementation of valid audit recommendations	27%	8%	Intensified focus on closing valid audit recommendations.	None required.
			Q2: 50% Implementation of valid audit recommendations	52%	4%	Proactive implementation of audit action plans by Management.	None required.
			Q3: 75% Implementation of valid audit recommendations	-	-	-	-
			Q4: 100% Implementation of valid audit recommendations	-	-	-	-

Outcome			Achieve Good Corporate And Cooperative Governance				
Output	Output Indicators	2022/23 Annual Target	Quarterly Targets	Progress Against Quarterly Or Annual Target	Variance	Attributes To Success / Reasons For Deviation	Corrective Measures
	2.1.2. Risk maturity level	Improved risk maturity level from 2 to 3	Q1: Implementation of the recommendations from the Risk Management Maturity Assessment Report 2020/21	The risk-bearing capacity report was developed and approved.	-	Increased focus on risk management at ExCo level.	None required.
			Q2: Implementation of the recommendations from the Risk Management Maturity Assessment Report 2020/21	The following have been achieved: Key Risk Indicators (KRIs) Methodology and KRIs linked to key risks; Early Warning Indicators; Key Risks Events and Scenarios and the Business Continuity Management (BCM) Framework and Policy have been completed.	-	Risk Champions, who are representatives from each Business Unit, were appointed to drive the risk management approach in the organisation. Monthly Risk Champion meetings are held where progress on risk action plans are shared.	None required.
			Q3: Conduct a risk management maturity assessment 2022/23	-	-	-	-
			Q4: Implementation of the recommendations from the Risk Management Maturity Assessment 2022/23	- 13	-	-	-

Outcome		Achieve Good Corporate And Cooperative Governance					
Output	Output Indicators	2022/23 Annual Target	Quarterly Targets	Progress Against Quarterly Or Annual Target	Variance	Attributes To Success / Reasons For Deviation	Corrective Measures
2.2. Financial management	2.2.1 Payment of compliant invoices within 30 days from date of receipt	100%	Q1: 100%	100%	-	Internal controls are in place to track the timeous payment of invoices.	None required.
			Q2: 100%	100%	-	Continuous monitoring of the internal control environment has assisted in ensuring that compliant invoices are paid within 30 days.	None required
			Q3: 100%	-	-	-	-
			Q4: 100%	-	-	-	-

Outcome			Achieve Good Corporate And Cooperative Governance				
Output	Output Indicators	2022/23 Annual Target	Quarterly Targets	Progress Against Quarterly Or Annual Target	Variance	Attributes To Success / Reasons For Deviation	Corrective Measures
2.3. Business digitisation and optimisation	2.3.1. Automation of identified business processes	Automation of identified and mapped business processes	Q1: Go-live and adoption of business processes automated by ICT Works	Performance information for Q1 could not be verified.	-100%	Efforts were focused on concluding the automation of all business processes before initiating the business adoption.

 The end user requested a change in build requirements which delayed the e-procurement portal build. | The project plan will be concluded by 31 July 2022 which will guide future quarterly reporting.

The appointed service provider will undertake the build as soon as contracting has been finalised. |
			Initiate e-procurement portal build	Performance information for Q1 could not be verified.			
			Q2: Initiate automation of NCB mapped business processes, and agile go-live of ready processes	The Sales, Business Development and Support Services, and Strategic Platforms were the key business processes in NCB that required automation. The Sales business process automation has gone live.	-	Additional resources were allocated to the project which assisted in achieving the target.	None required.
			Q3: Initiate automation of Digitech and VE mapped business processes, and agile go-live of ready processes	-	-	-	-
			Q4: Initiate automation of TE and B&M mapped business processes, and agile go-live of ready processes	-	-	-	·

Outcome			Achieve Good Corporate And Cooperative Governance				
Output	Output Indicators	2022/23 Annual Target	Quarterly Targets	Progress Against Quarterly Or Annual Target	Variance	Attributes To Success / Reasons For Deviation	Corrective Measures
2.4. Human resources management and development	Staff engagement score	3.4 Staff engagement score	Q1: Implementation of the improvement actions from the 2021/22 staff engagement assessment	There was no implementation recorded for Quarter 1.	-100%	The procurement of service provider was delayed thus survey data was not received on time for action planning to take place at Business Unit level.	The service provider has been appointed on a two-year contract, thus procurement in the next fiscal is not at risk. The survey for FY2022/23 will be scheduled for March 2023 to ensure that data is received timeously. With regards to the implementation of improvement actions, available Business Unit reports will be shared with the Executive Manager by the end of July 2022. Engagement sessions will be concluded in August.
			Q2: Implementation of the improvement actions from the 2021/22 staff engagement assessment	The improvement actions have not been implemented.	-100%	The survey results have been presented at ExCo. Business Unit specific reports have been presented to BUs.	Key organisational touchpoints have been identified where the four core themes that were areas of underperformance in the staff engagement report will be addressed.
			Q3: Implementation of the improvement actions from the 2021/22 staff engagement assessment	-	-	-	-
			Q4: Conduct staff engagement assessment to reflect targeted 3.4 staff engagement score	-	-	-	-

16

Outcome			Achieve Good Corporate And Cooperative Governance				
Output	**Output Indicators**	**2022/23 Annual Target**	**Quarterly Targets**	**Progress Against Quarterly Or Annual Target**	**Variance**	**Attributes To Success / Reasons For Deviation**	**Corrective Measures**
2.4. Human resources management and development	Implementation of Employment Equity Plan: ▪ Percentage of women in South African Tourism	60%	Q1: 60%	68%	-	Targeted recruitment in line with the Employment Equity Plan contributed to the achievement of this target.	None required.
			Q2: 60%	67%	12%	The organisation continued with its targeted approach to recruitment.	None required.
			Q3: 60%	-	-	-	-
			Q4: 60%	-	-	-	-
	▪ Percentage of women in senior and top management positions	50%	Q1: 50%	67%	-	Targeted recruitment in line with the Employment Equity Plan contributed to the achievement of this target.	None required.
			Q2: 50%	67%	34%	The organisation continued with its targeted approach to recruitment.	None required.
			Q3: 50%	-	-	-	-
			Q4: 50%	-	-	-	-

Outcome			Achieve Good Corporate And Cooperative Governance				
Output	**Output Indicators**	**2022/23 Annual Target**	**Quarterly Targets**	**Progress Against Quarterly Or Annual Target**	**Variance**	**Attributes To Success / Reasons For Deviation**	**Corrective Measures**
2.4. Human resources management and development	▪ Percentage of people with disabilities employed	2%	Q1: 2%	1.4%	-30%	Disability disclosure is of a voluntary nature which creates a challenge in meeting the target. Disability awareness does not guarantee disclosure as seen in the 2021/22 fiscal.	Position bonding will be explored in an attempt to meet this target.
			Q2: 2%	1%	-50%	The challenge identified in the first quarter continued resulting in the under-performance.	SA Tourism will continue with the potential position bonding and increase awareness in this regard.
			Q3: 2%	-	-	-	-
			Q4: 2%	-	-	-	-
	Maintain at least 60% Black people (Africans, Coloureds and Indians) across all occupational levels	60%	Q1: 60%	75%	25%	Targeted recruitment in line with the Employment Equity Plan contributed to the achievement of this target.	None required.
			Q2: 60%	75%	25%	The organisation continued with its targeted approach to recruitment.	None required.
			Q3: 60%	-	-	-	-
			Q4: 60%	-	-	-	-

Actions To Overcome Areas Of Under-Performance

KEY PERFORMANCE INDICATOR	ACTION
Staff engagement score	Key organisational touchpoints have been identified where the four core themes that were areas of under-performance in the staff engagement report will be addressed.
Percentage of people with disabilities employed	SA Tourism will continue with the potential position bonding and increase awareness.

Programme 2: Business Enablement

Highlights:

- The revised stakeholder engagement programme was approved and executed.
- The Integrated Digital and Analytics Operating Framework was finalised and approved.
- The Year 1 (2022/23) Roadmap of the Integrated Digital and Analytics Operating Framework was developed and approved.

The focus for Quarter 3:

- Continue with the implementation of the revised stakeholder engagement programme.
- Execution of the Integrated Digital and Analytics Operating Framework.

Programme 2: Quarterly APP Performance

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
2.6. Enabling the business	2.6.1. South African Tourism Corporate Brand Index	70.24 South African Tourism Corporate Brand Index	Q1: Review the outcomes of the 2021/22 survey against planned stakeholder engagement programme, and revise where required	The revised stakeholder engagement programme was approved.	-	The success of the revised plan is attributed to the integrated approach of stakeholder engagement across the organisation.	None required.
			Q2: Implementation of the revised improvement plan	Seven of the 10 actions in the revised improvement plan were implemented.	-30%	The dates for the roadshows had to be rescheduled to accommodate the participation of the required sector partners and stakeholders.	The activities have been scheduled for October and November 2022.
			Q3: Implementation of the revised improvement plan	-	-	-	-
			Q4: 2022/23 survey conducted, reflecting 70.24 South African Tourism Corporate Brand Index	-	-	-	-

OUTCOME				Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES	
2.6. Enabling the business	2.6.2. Integrated Digital and Analytics Operating Framework and annual roadmap implemented	Integrated Digital and Analytics Operating Framework finalised Implementation of Year 1 (2022/23) Roadmap	Q1: Finalise appointment of service providers for digital development support, panel of service providers, data warehouse, security tools/cybersecurity	Data warehouse award concluded. The panel for digital development support was approved. The tender for the panel of service providers was approved which includes security tools / cybersecurity.	-	The tender process was concluded successfully.	None required.	
			Q2: Integrated Digital and Analytics Operating Framework finalised Year 1 (2022/23) Roadmap submitted for approval to the South African Tourism Executive Committee (Exco)	The Integrated Digital and Analytics Operating Framework was finalised and approved by ExCo. The Year 1 (2022/23) Roadmap was developed and approved by ExCo.	-	The Business Unit considered all dependencies that would impact the delivery of the target and mitigated these dependencies in a timely manner.	None required.	
			Q3: Execution of the integrated Digital and Analytics Operating Framework through implementation of the Year 1 (2022/23) Roadmap	-	-	-	-	
			Q4: Execution of the integrated Digital and Analytics Operating Framework through implementation of the Year 1 (2022/23) Roadmap Year 2 (2023/24) Roadmap submitted for approval to the South African Tourism Executive Committee (Exco)	-	-	-	-	

Actions To Overcome Areas Of Under-Performance

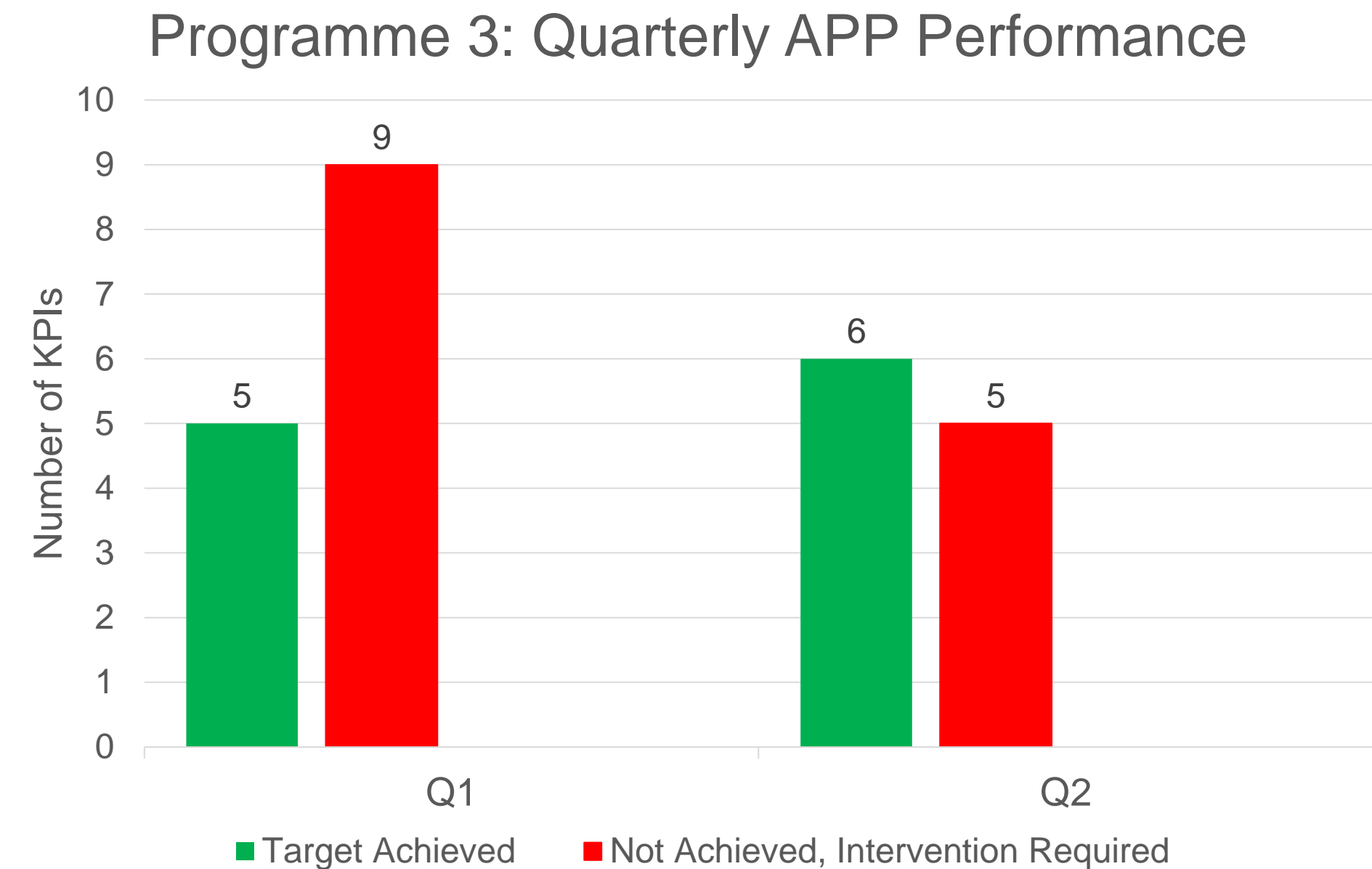| KEY PERFORMANCE INDICATOR	ACTION
South African Tourism Corporate Brand Index	The activities have been scheduled for October and November 2022.

SOUTH AFRICAN TOURISM

Programme 3: Leisure Tourism Marketing

Highlights:

- Quarter 2 milestones of the Global Tourism Brand Campaign Plan were implemented.

- The Sho't Left Travel Week Domestic Campaign was delivered.

- The Sho't Left Summer Campaign was developed and approved.

- The West Africa Summer Campaign and the Central, East and Land Campaign Plans were implemented.

The focus for Quarter 3:

- Continued implementation of the Global Tourism Brand Campaign.

- Implementation of the Integrated Destination Brand and Marketing Strategy.

- One Global Brand Activation.

- Implementation of the travel barrier removal communications roadmap for each source market.

- Implementation of strategic events communications calendar.

- Implementation of "Always On" content management roadmap.

- Execution of a domestic campaign and approval of the quarter 4 domestic campaign plan.

- Implementation of the regional (Africa) campaign plan.

- Development of 3 international campaign plans.

Programme 3: Quarterly APP Performance

A bar chart titled "Programme 3: Quarterly APP Performance". Y-axis "Number of KPIs" from 0 to 10.
- Q1: Target Achieved (green) = 5; Not Achieved, Intervention Required (red) = 9
- Q2: Target Achieved (green) = 6; Not Achieved, Intervention Required (red) = 5

Legend: ■ Target Achieved   ■ Not Achieved, Intervention Required

OUTCOME		Achieve good corporate and cooperative governance					
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.1. Global Tourism Brand Campaign	1.1.1. Global Tourism Brand Campaign implemented	2022/23 Global Tourism Brand Campaign Plan implemented Approval of 2023/24 Global Tourism Brand Campaign Plan	Q1: Implementation of Q1 milestones of the approved 2022/23 Global Tourism Brand Campaign Plan	The Quarter 1 milestones of the 2022/23 Global Tourism Brand Campaign were implemented.	-33%	The Global Brand Campaign Plan 2022/23 was implemented but was not approved by ExCo.	The Global Brand Campaign Plan 2022/23 will be developed once the Three-Year Integrated Destination Brand Marketing Strategy has been approved to ensure alignment.
			Q2: Implementation of Q2 milestones of the approved 2022/23 Global Tourism Brand Campaign Plan	The Quarter 2 milestones of both plans (Mega Fam & Live Again amplification) were implemented.	-	Given the process on the Three-Year Strategy, a decision was taken to proceed with the 2022/23 Global Tourism Brand Campaign Plan to avoid any delays in approval and execution.	None required.
			Q3: Implementation of Q3 milestones of the approved 2022/23 Global Tourism Brand Campaign Plan	-	-	-	-
			Q4: Implementation of Q4 milestones of the approved 2022/23 Global Tourism Brand Campaign Plan Approval of 2023/24 Global	-	-	-	-

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	**OUTPUT INDICATORS**	**2022/23 ANNUAL TARGET**	**QUARTERLY TARGETS**	**PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET**	**VARIANCE**	**ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION**	**CORRECTIVE MEASURES**
1.2. Integrated Destination Brand and Marketing Strategy (incl. Leisure & Business & Corporate)	1.2.1. Integrated Destination Brand and Marketing Strategy implemented	Three-year Integrated Destination Brand and Marketing Strategy Implementation of Year 1 (2022/2023) Roadmap Year 2 (2023/24) Implementation Roadmap approved	Q1: Approved three-year year Integrated Destination Brand and Marketing Strategy, incorporating: - Global PR & Communications Plan (inclusive of Internal Communications Strategy & Spokespersons Strategy) - Creative Strategy - Global Marketing Plan	The Internal Communications Strategy & Spokespersons Strategy were approved by ExCo.	-67%	Given the need for alignment with other key strategies, the strategy approval was deferred to Quarter 2.	This area of work has been prioritised for completion in Quarter 2.
			Q2: Year 1 (2022/23) Implementation Roadmap approved	The Year 1 (2022/23) Implementation Roadmap was not developed.	-100%	The development of the roadmap is dependent upon the finalisation and approval of the 3-Year Strategy which is currently under development.	The 3-Year Strategy will be considered by ExCo during October 2022 for approval.
			Q3: Implementation of Q3 milestones of Year 1 (2022/23) Roadmap	-	-	-	-
			Q4: Implementation of Q4 milestones of Year 1 (2022/23) Roadmap Year 2 (2023/24) Implementation Roadmap approved	-	-	-	-

26

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.3. Global Brand Activations	1.3.1. Number of Global Brand Activations implemented	4 Global Brand Activations implemented	Q1: 1 Global Brand Activation implemented	2 Global Brand Activations were implemented, however, the project plans were not developed and approved prior to implementation.	-75%	Although the Global Brand Activation Plans were not approved, two Global Brand Activations were implemented.	Consequence management process has been implemented for poor performance.
			Q2: 1 Global Brand Activation implemented	1 Global Brand Activation was implemented.	-25%	The close-out report is dated beyond the 30 days required for submission due to the non-availability of information from activation partners.	The 30-day submission period has proved to be insufficient time for the collation of activation information from the partners. More effort will be made to ensure that the close-out report will be submitted within 30 days.
			Q3: 1 Global Brand Activation implemented	-	-	-	-
			Q4: 1 Global Brand Activation implemented	-	-	-	-

OUTCOME				Achieve good corporate and cooperative governance			
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.4. Global Advocacy Programme	1.4.1. Elements of the Global Advocacy Programme implemented	Elements of the Global Advocacy Programme implemented: ○ Travel barrier removal communications roadmap for each source market ○ Amplification of communication around strategic events ○ "Always On" content management roadmap	Q1: ○ Travel barrier removal communications roadmap for each source market developed, approved and implemented ○ Implementation of strategic events communications calendar for Q1 ○ "Always On" content management roadmap Quarter 1 milestones implemented 28	○ The travel barrier removal communications roadmap was presented to ExCo but was not approved. ○ The Strategic Events communications calendar was implemented but was not approved. ○ "Always On" content management roadmap was approved but was not	-44%	After numerous revisions to the Global Advocacy Strategy, it was approved at the end of Quarter 4 of FY2021/22. The rollout communication plan was not approved as it did not align with the approved strategy. The strategic events calendar was implemented without ExCo approval. The "Always On" content roadmap was submitted too late though "always on" efforts took place throughout Q1, these were not documented.	The resources for the programme has been increased for greater efficiency. The strategic events calendar has since been approved by ExCo and implementation will continue in Quarter 2. The content strategy will be implemented and monitored on a bi-weekly basis to ensure delivery.

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	**OUTPUT INDICATORS**	**2022/23 ANNUAL TARGET**	**QUARTERLY TARGETS**	**PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET**	**VARIANCE**	**ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION**	**CORRECTIVE MEASURES**
1.4. Global Advocacy Programme	1.4.1. Elements of the Global Advocacy Programme implemented	Elements of the Global Advocacy Programme implemented: ○ Travel barrier removal communications roadmap for each source market	Q2: Travel barrier removal communications roadmap for each source market developed, approved and implemented	The Global Advocacy Communications Plan was developed and approved by ExCo. The plan incorporates the travel barrier removal communications roadmap; the strategic events communications calendar and the "Always On" content management roadmap. 6 out of 9 Q2 Travel barrier removal communications roadmap activities were implemented.	-30%	The Global Advocacy Plan is tracking behind due to the backlog from Quarter 1, and prioritisation of emergency requirements emanating from the nature of barrier management.	Stringent measures for plan tracking have been put in place to track the backlog whilst achieving quarterly obligations. An additional resource has been put in place to augment content development and project delivery
		○ Amplification of communication around strategic events	Implementation of strategic events communications calendar for Q2	4 out of 4 Q2 strategic events communications calendar activities were implemented.	-		
		○ "Always On" content management roadmap	"Always On" content management roadmap Quarter 2 milestones implemented	26 out of 37 "Always On" content management roadmap Quarter 2	-33%		

29

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
			Q3: Travel barrier removal communications roadmap for each source market developed, approved and implemented Implementation of strategic events communications calendar for Q3 "Always On" content management roadmap Quarter 3 milestones implemented	-	-	-	-
			Q4: Travel barrier removal communications roadmap for each source market developed, approved and implemented Implementation of strategic events communications calendar for Q4 "Always On" content management roadmap Quarter 4 milestones implemented	-	-	-	-

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.5. In-market campaigns	1.5.1. Number of domestic campaigns delivered	3 campaigns delivered	Q1: Approved Campaign Plan 1 (2022/23)	Campaign plan has been completed and approved.	-	Preparatory work was undertaken in Quarter 4 to ensure delivery in Quarter 1.	None required.
			o Q2: Campaign 1 (2022/23) delivered o Approved Campaign Plan 2 (2022/23)	o Campaign 1 was delivered, namely the Sho't Left Travel Week. o Campaign Plan 2 was delivered, namely The Sho't Left Summer Campaign.	- -	The campaign plans were developed and executed in a timeous manner.	None required.
			o Q3: Campaign 2 (2022/23) delivered o Approved Campaign Plan 3 (2022/23)	-	-	-	-
			Q4: Campaign 3 (2022/23) delivered	-	-	-	-
	1.5.2. Number of regional (Africa) campaigns delivered	4 campaigns delivered	Q1: Annual Campaign Plan approved	Annual Campaign Plan approved.	-	Preparatory work was undertaken in Quarter 4 to ensure delivery in Quarter 1.	None required
			Q2: Implementation against Campaign Plan	The West Africa Summer Campaign and the Central, East and Land (CEL) Campaign Plans were implemented.	-	The campaign plans were developed and executed in a timeous manner.	None required.
			Q3: Implementation against Campaign Plan	-	-	-	-
			Q4: Implementation against Campaign Plan 4 campaigns delivered	-	-	-	-

OUTCOME		Achieve good corporate and cooperative governance					
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.5. In-market campaigns	1.5.3. Number of international (overseas) campaigns delivered	15 campaigns delivered	Q1: 8 campaign plans approved	8 Campaign Plans were approved.	-	Key collaborations were secured with industry and airlines.	None required
			o Q2: Quarterly Campaign Report for 8 Campaigns	o Quarterly Campaign Reports for 8 Campaigns delivered.	-	-	Greater focus will be placed on ensuring that campaign plans are approved in Quarter 3.
			o 4 campaign plans approved	o 2 campaign plans were approved.	-50%	Brazil and USA Campaign Plans approved.	
			o Q3: Quarterly Campaign Report for 12 Campaigns	-	-	-	-
			o 3 campaign plans approved				
			o Q4: Quarterly Campaign Report for 15 Campaigns	-	-	-	-
			o 15 campaigns delivered				

Actions To Overcome Areas Of Under-Performance

KEY PERFORMANCE INDICATOR	ACTION
Integrated Destination Brand and Marketing Strategy implemented	The 3-Year Strategy will be finalised and approved in October 2022.
Number of Global Brand Activations implemented	The 30-day submission period has proved to be insufficient time for the collation of activation information from SA Tourism partners. More effort will be made to ensure that the close-out report will be submitted within 30 days.
Elements of the Global Advocacy Programme implemented	Stringent measures for tracking the plan have been put in place to attend to the backlog whilst achieving quarterly obligations. An additional resource has been put in place to augment content development and project delivery.
Number of international (overseas) campaigns delivered	Greater focus will be placed on ensuring that campaign plans are approved in Quarter 3.

SOUTH AFRICAN TOURISM

Programme 4: Business Events

- **Highlights:**

- The Domestic Business to Business Campaign was implemented.

- The Global Business to Business Campaign was implemented.

- 30 international bids were submitted.

- The Africa's Travel Indaba 2022 post-review report was approved.

- Planning for Meetings Africa 2023 and Africa's Travel Indaba 2023 has commenced.

- Two national business events were hosted in VTSDs.

The focus for Quarter 3:

- Implementation of the Quarter 3 milestones in Domestic Business to Business Campaign.

- Implementation of Quarter 3 milestones in Global Business to Business Campaign.

- 15 bids to be submitted.

- Planning for Meetings Africa 2023 and Africa's Travel Indaba 2023.

- 1 National business event hosted in VTSD.

Programme 4: Quarterly APP Performance

34

	OUTCOME		Achieve good corporate and cooperative governance				
OUTPUT	**OUTPUT INDICATORS**	**2022/23 ANNUAL TARGET**	**QUARTERLY TARGETS**	**PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET**	**VARIANCE**	**ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION**	**CORRECTIVE MEASURES**
1.6. B2B brand campaigns	1.6.1. Number of B2B brand campaigns implemented	2 B2B campaigns implemented	Q1: Approved Domestic B2B Campaign Plan Approved Global B2B Campaign Plan	Domestic B2B Campaign Plan was approved. Global B2B Campaign Plan was approved.	-	Timeous development of the plan and engagement with relevant stakeholders.	None required.
			Q2: Implementation of Q2 milestones in Domestic B2B Campaign Implementation of Q2 milestones in Global B2B Campaign	The Quarter 2 milestones for the Domestic Business to Business (B2B) campaign were implemented. The Quarter 2 milestones for the Global B2B (Business to Business) campaign were implemented.	-	Coordinated planning and execution of the campaign deliverables.	None required.
			Q3: Implementation of Q3 milestones in Domestic B2B Campaign Implementation of Q3 milestones in Global B2B Campaign	-	-	-	-
			Q4: Implementation of Q4 milestones in Domestic B2B Campaign	-	-	-	-

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.7 Bid support for international business events	1.7.1. Number of bid submissions	93 bid submissions	Q1: 33	33 bids submitted	-	The pipeline of leads developed through business development and sales activities contributed to the conversion of leads into bid submissions.	None required.
			Q2: 30	30 bids submitted	-	The achievement of this target is due to proactive sales activities and lead sourcing.	None required.
			Q3: 15	-	-	-	-
			Q4: 15	-	-	-	-
1.8. Hosting of strategic platforms	1.8.1. Africa's Travel Indaba and Meetings Africa hosted	Hosting of Africa's Travel Indaba 2022 and Meetings Africa 2023	Q1: Post review - Meetings Africa 2021 Hosting of Africa's Travel Indaba 2022	The Meetings Africa Post Report was approved. Africa's Travel Indaba was hosted from 2nd to 5th May 2022.	-	The timeous development and implementation of a project execution plan led to the delivery of the target.	None required.
			Q2: Post Review - Africa's Travel Indaba 2022 Planning for Meetings Africa 2023 and Africa's Travel Indaba 2023	Post review report for Africa's Travel Indaba 2022 was approved. Planning for Meetings Africa 2023 and Africa's Travel Indaba 2023 has commenced.	- -	Coordinated planning and execution of project deliverables in conjunction with various cross-functional teams.	None required.
			Q3: Planning for Meetings Africa 2023 and Africa's Travel Indaba 2023	-	-	-	-
			Q4: Hosting of Meetings Africa 2023	-	-	-	-

36

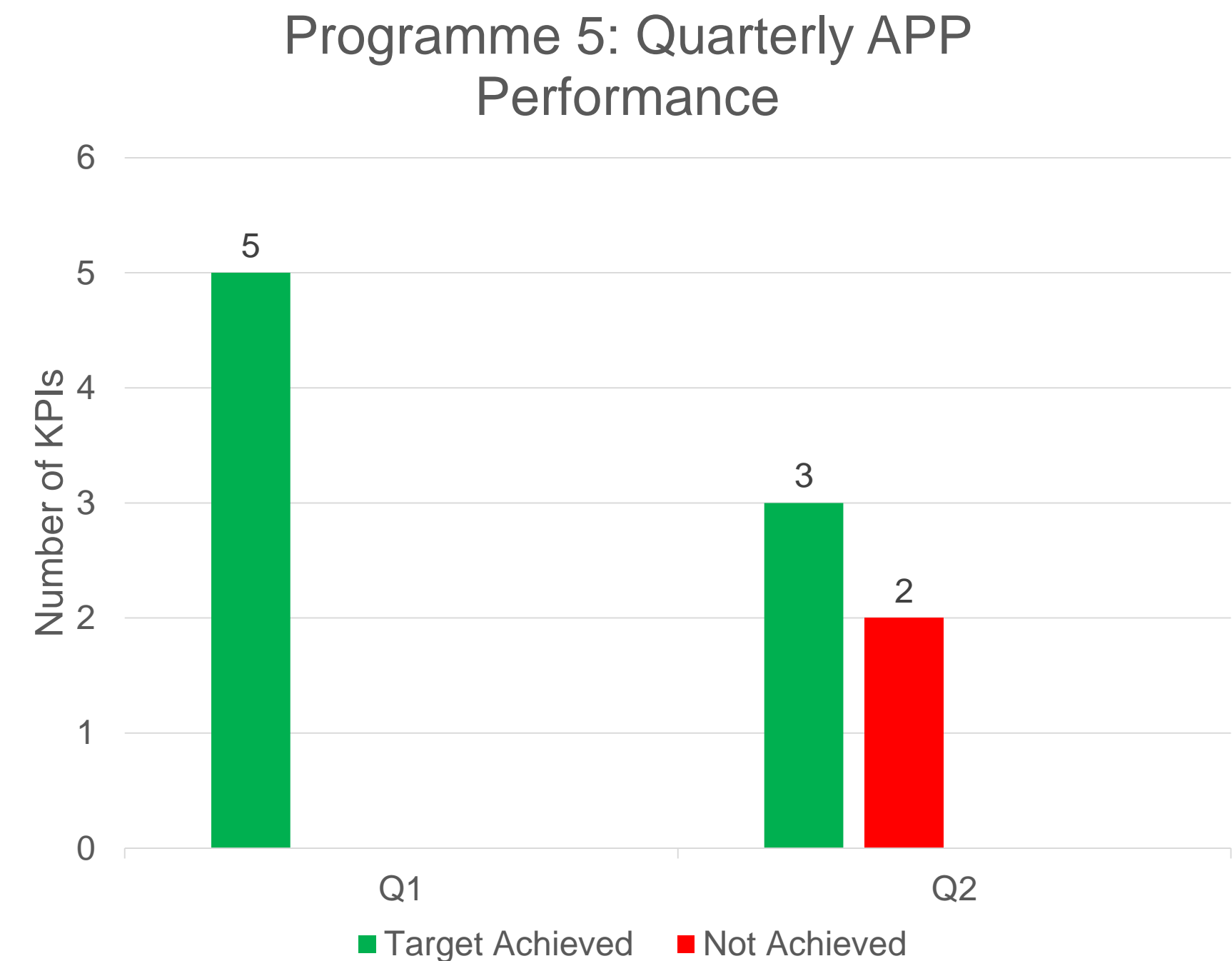| OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	**OUTPUT INDICATORS**	**2022/23 ANNUAL TARGET**	**QUARTERLY TARGETS**	**PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET**	**VARIANCE**	**ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION**	**CORRECTIVE MEASURES**
1.9. National business events hosted in VTSDs	1.9.1. Number of national business events hosted in VTSDs	5 National business events to be piloted in VTSD	Q1: 1 National business event hosted in VTSD	1 national business event was hosted in VTSD.	-	The pipeline of leads for the National Association Project ensured advance planning for the conference.	None required.
			Q2: 2 National business events hosted in VTSDs	2 national business events were hosted in VTSDs.	-	This is due to proactive lead sourcing for the national programme	None required.
			Q3: 1 National business event hosted in VTSD	-	-	-	-
			Q4: 1 National business event hosted in VTSD	-	-	-	-

Programme 5: Tourist Experience

VISIT

SOUTH AFRICA

Key Highlights:

- The review and audit of the current business model and TGCSA value proposition are in progress.

- 4 348 properties were quality assured.

- The quarterly milestones of the Global Trade Re-Imagined Programme roadmap were implemented.

The focus for Quarter 3:

- Consolidate and present a reviewed business model TGCSA value proposition for approval.

- 4 016 quality assured products.

- Implementation of the Quarter 3 milestones in the Welcome Programme roadmap.

- Implementation of the Quarter 3 milestones in the Global Trade Re-Imagined Programme roadmap.

Programme 5: Quarterly APP Performance

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.10. Quality assured visitor services	1.10.1 Review of the grading model and TGCSA value proposition finalised	Grading business model and TGCSA value proposition revised and implemented	Q1: Review and audit of the current business model and TGCSA value proposition	The service provider has been briefed on the scope of work. The review will commence in Quarter 2.	-	The TGCSA database and perception study provided insights and recommendations on the industry and role-players' requirements which were pertinent deliverables within the quality assurance framework. This was a key enabler to delivering this target.	None required.
			Q2: Review and audit of the current business model and TGCSA value proposition	The review and audit of the current business model and TGCSA value proposition are in progress.	-	Timeous planning with key partners ensured that the project is on track.	None required.
			Q3: Consolidate and present a reviewed business model TGCSA value proposition for approval Development of implementation roadmap	-	-	-	-
			Q4: Implementation of	-	-	-	-

| OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.10. Quality assured visitor services	1.10.2. Number of graded establishments	5 355	Q1: 1 339 quality assured products (achieved 25%)	3 976 properties have been quality assured.	197%	The implementation of the Tourism Grading Support Programme and special funding projects ensured that operational costs for business enterprises were reduced. The Provincial Quality Assurance Workshops served as a sales drive platform which created awareness of the benefits of grading.	None required.
			Q2: 2 678 quality assured products (achieved 50%)	A total of 4 348 properties have been quality assured.	62%	Engagement with the sector and quality assured products assisted in the achievement of the target.	None required.
			Q3: 4 016 of quality assured products (achieved 75%)	-	-	-	-
			Q4: 5 355 of quality assured products (achieved 100%)	-	-	-	-

40

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.10. Quality assured visitor services	1.10.3. Welcome Programme implemented	Welcome Programme reviewed and implemented Development and implementation of Welcome Programme 2022/23 roadmap	Q1: Review and audit of current Welcome Programme	The review and audit of the current Welcome Programme was completed.	-	The Welcome Programme was audited both internally and externally, which has largely attributed to the success of this target.	None required.
			Q2: Consolidate and present reviewed Welcome Programme for approval Development of Welcome Programme roadmap	The Welcome Programme was reviewed but not approved. The Welcome Programme Roadmap was developed but not approved.	-50% -50%	It was critical to engage tourism partners to obtain their feedback on the Programme in order to include those aspects into the revised Programme. This change in project tactics led to a delay in the finalisation of the reviewed Programme.	The Welcome Programme and Roadmap were approved by ExCo on 3rd October 2022.
			Q3: Implementation of Q3 milestones in the Welcome Programme roadmap 41	-	-	-	-
			Q4: Implementation	-	-	-	-

OUTCOME			Achieve good corporate and cooperative governance				
OUTPUT	OUTPUT INDICATORS	2022/23 ANNUAL TARGET	QUARTERLY TARGETS	PROGRESS AGAINST QUARTERLY OR ANNUAL TARGET	VARIANCE	ATTRIBUTES TO SUCCESS / REASONS FOR DEVIATION	CORRECTIVE MEASURES
1.10. Quality assured visitor services	1.11.1. Implementation of Global Trade Re-imagined Programme	Global Trade Re-imagined Programme implemented	Q1: Review and consolidate framework for approval Development of implementation roadmap	The Global Trade Re-Imagined Framework was approved. The Global Trade Re-Imagined Roadmap was approved.	-	The Global Trade Re-Imagined Framework was constructed using insights from Forward Keys as well as data from ACSA, which successfully contributed to the timeous delivery of this target.	None required.
			Q2: Implementation of Q2 milestones in the Global Trade Re-imagined Programme roadmap	The milestones as per the Global Trade Re-Imagined Programme roadmap were implemented.	-	Timeous planning led to the delivery of the target.	None required.
			Q3: Implementation of Q3 milestones in the Global Trade Re-imagined Programme roadmap	-	-	-	-
			Q4: Implementation of Q4 milestones in the Global Trade Re-	-	-	-	-

Actions To Overcome Areas Of Under-Performance

KEY PERFORMANCE INDICATOR	ACTION/(S)
Welcome Programme implemented	The Welcome Programme and Roadmap were approved by ExCo on 3rd October 2022.
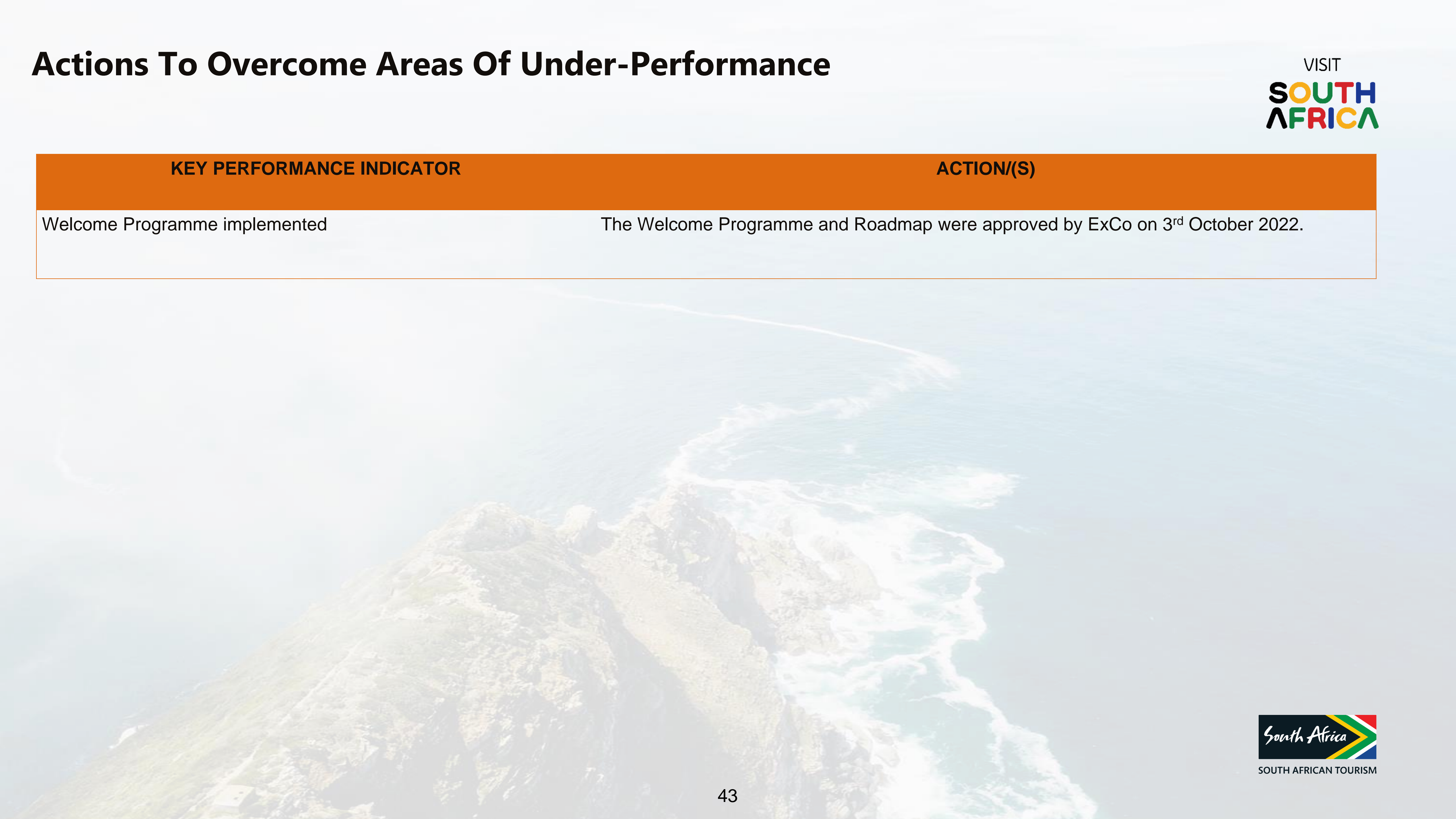
FINANCIAL PERFORMANCE

Quarter 1: Revenue Review as of 30 June 2022

PROGRAMME	APP ANNUAL BUDGET R'000	INCOME FORECAST BY 30 JUNE 2022 R'000	REVENUE R'000	% OF ACTUAL INCOME ON ANNUAL BUDGET	% OF ACTUAL INCOME ON FORECAST INCOME TO DATE	REASONS FOR VARIANCES
Transfers From The Department	1 329 206	531 683	1 329 206	100%	250%	Quarterly transfers from the Department were accounted for in terms of GRAP, while cashflows are received in line with approval
TOMSA Voluntary Levies	52 400	13 100	-	0%	0%	Revenue is recognised based on actual approval from the TBCSA
Sundry revenue	61 146	-	4 173	7%	N/A	Sundry income comprises of exhibition income from the Netherlands and Interest received,
Grading Fees	12 826	3 207	2 401	19%	75%	Grading fees received are linked to number of graded establishments
Total	1 455 578	547 990	1 335 780	92%	244%	

South Africa
SOUTH AFRICAN TOURISM

Quarter 1: Expenditure per programme review as at 30 June 2022

	PROGRAMME	ANNUAL BUDGET R'000	EXPENDITURE FORECAST BY 30 JUNE 2022 R'000	EXPENDITURE R'000	% OF EXPENDITURE ON TOTAL BUDGET	% OF EXPENDITURE ON FORECASTED EXPENDITURE TO DATE	REASONS FOR VARIANCES
1	Corporate Support	158 090	63 656	72 584	46%	114%	Variance is due to inclusion of non cash items in the corporate support programme such as depreciation and amortisation which have to be accounted for in terms of Generally Recognised Accounting Standards.
2	Business Enablement	84 620	19 437	19 631	23%	101%	Business enablement expenditure of R 19.6 million is mainly attributable to insights and analytics research work undertaken by the entity's Strategic Insights and Analytics business unit.
3	Leisure Tourism Marketing	1 069 298	283 221	301 649	28%	107%	The financial records of South African Tourism are consolidated and translated to ZAR. This accounting translation resulted in unrealised foreign exchange non-cash items which are accounted for as part of actual expenditure.
4	Business Events	92 220	40 960	39 975	43%	98%	
5	Visitor Experience	51 350	23 454	17 092	33%	73%	The variance is due to Tourism grading council plaque production.
	Total	1 455 578	430 730	450 932	31%	105%	

Revenue Review as of 30 September 2022

PROGRAMME	APP ANNUAL BUDGET R'000	INCOME FORECAST BY 30 SEPTEMBER 2022 R'000	REVENUE R'000	% OF ACTUAL INCOME ON ANNUAL BUDGET	% OF ACTUAL INCOME ON FORECAST INCOME TO DATE	REASONS FOR VARIANCES
Transfers From The Department	1 329 206	620 297	1 329 206	100%	214%	Quarterly transfers from the Department were accounted for in terms of GRAP, while cashflows are received in line with approval
TOMSA Voluntary Levies	52 400	26 200	-	0%	0%	Revenue is recognised based on actual approval from the TBCSA
Sundry revenue	61 146	31 949	26 247	43%	82%	The Variance is mainly due to under recovery in the exhibition income line item due to lower number of exhibitors
Grading Fees	12 826	6 413	3 591	28%	56%	Grading fees received are linked to number of graded establishments
Total	1 455 578	684 859	1 359 045	93%	198%	

SOUTH AFRICAN TOURISM

Budget & Expenditure Review as of 30 September 2022

GRAMME	ANNUAL BUDGET R'000	EXPENDITURE FORECAST BY 30 SEP 2022 R'000	EXPENDITURE R'000	% OF EXPENDITURE ON TOTAL BUDGET	% OF EXPENDITURE ON FORECASTED EXPENDITURE TO DATE	REASONS FOR VARIANCES
Corporate Support	158 090	89 045	113 796	72%	128%	Variance is due to inclusion of non cash items in the corporate support programme such as depreciation and amortisation which have to be accounted for in terms of Generally Recognised Accounting Standards.
Business Enablement	84 620	32 258	32 594	39%	101%	
Leisure Tourism Marketing	1 069 298	489 878	532 141	50%	109%	Variance is due to forward contracting mainly in office space leasing across the various hubs and inclusion of unrealised foreign exchange transactions,
Business Events	92 220	56 110	59 349	64%	106%	Variance is mainly due to upfront payments to secure Meetings Africa and Indaba commitments
Visitor Experience	51 350	37 907	35 642	69%	94%	Variance due to projects deferred to Q3,
Total	1 455 578	705 198	773 522	53%	110%	

South Africa

SOUTH AFRICAN TOURISM

Budget And Expenditure Review Per Economic Classification

NOMIC CLASSIFICATION	ANNUAL BUDGET R'000	Q2 EXPENDITURE FORECAST BY 30 SEPTEMBER 2022 R'000	Q2 EXPENDITURE R'000	% OF EXPENDITURE ON ANNUAL BUDGET	% OF EXPENDITURE ON EXPENDITURE FORECAST TO DATE	REASONS FOR VARIANCES
Current Spending	*1 413 222*	*687 342*	*755 312*	53%	110%	
Compensation of Employees	269 233	112 797	108 838	40%	96%	Variance due to timing of filling vacant positions
Goods and Services:ex capex	1 143 989	574 545	646 474	57%	113%	Linked to Variances in Corporate support and Leisure Tourism Marketing
Capital Assets	*42 356*	*17 855*	*18 210*	43%	102%	
Total	1 455 578	705 197	773 522	53%	110%	

SOUTH AFRICAN TOURISM

VISIT
SOUTH
AFRICA

HUMAN CAPITAL

South Africa
SOUTH AFRICAN TOURISM

50

Human Capital Management: Employment Equity

Occupational Level	Male					Female					Foreign		Total
	African	Coloured	Indian	White	Subtotal	African	Coloured	Indian	White	Subtotal	Male	Female	
Top Management	2	0	0	0	2	3	0	0	1	4	0	0	6
Senior Management	2	1	0	1	4	6	1	1	0	8	0	0	12
Professionally Qualified	20	0	2	1	23	25	4	2	4	35	7	12	77
Skilled	9	2	1	2	14	25	4	4	3	36	4	9	63
Semi-Skilled	5	0	0	0	5	7	0	0	0	7	0	0	12
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	38	3	3	4	48	66	9	7	8	90	11	21	170
Contract Labour (including interns)	5	0	0	0	5	19	0	0	0	19	0	2	26
Grand Total	43	3	3	4	53	85	9	7	8	109	11	23	196

GOVERNANCE

Board Meetings

Name	Number of meeting	Date of meeting
SA Tourism Board	Quarter 1: 2	25 April 2022
		27 May 2022
	Quarter 2: 2	29 July 2022
		28 September 2022

South Africa
SOUTH AFRICAN TOURISM

Committee Meetings

Name	Number of meeting	Date of meeting
HumanCapital and Remuneration Committee	Quarter 1: 1	11 April 2022
	Quarter 2: 1	25 July 2022
Marketing and Commercial Committee	Quarter 1: 1	13 April 2022
	Quarter 2: 1	25 July 2022
Audit and Risk Committee meeting	Quarter 1: 2	19 April 2022
		26 May 2022
	Quarter 2: 1	25 July 2022
TGCSA Awards Committee	Quarter 1: 1	12 April 2022
	Quarter 2: 1	25 July 2022

THANK YOU

ABBREVIATIONS &
ACRONYMS
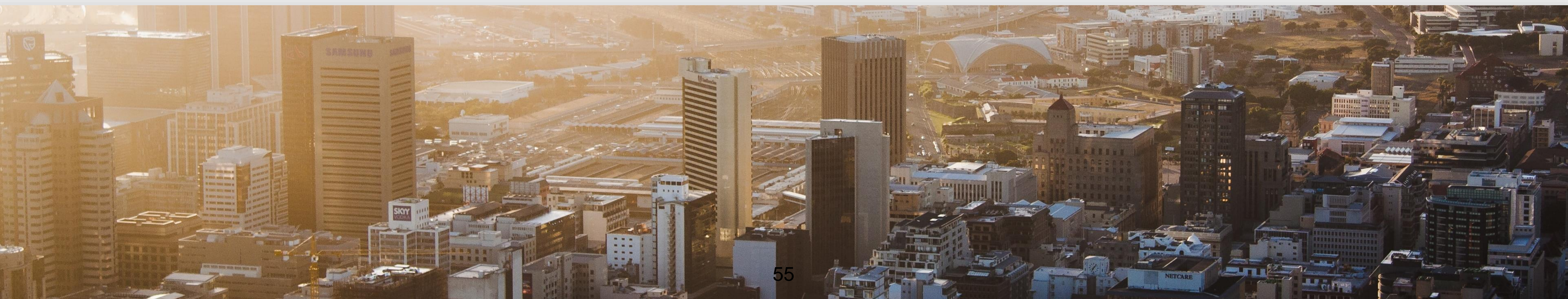
South Africa
SOUTH AFRICAN TOURISM

Abbreviations & Acronyms

ABBREVIATION / ACRONYM	EXPLANATION
AA	Accounting Authority
AAVEA	Association of Visitor Experiences and Attractions
ACSA	Airports Company South Africa
ADCS	Automated Data Capturing System
AFS	Annual Financial Statements
AGSA	Auditor General of South Africa
AI	Analytics and Insights
AOPI	Audit of Performance Information (Pre-Determined Objectives)
APP	Annual Performance Plan
ASEAN	Association of Southeast Asian Nations
ARCO	Audit and Risk Committee
ATI	Africa's Travel Indaba
ATM	Arabian Travel Market
ATTS	Africa's Travel & Tourism Summit
AV	Audio-Visual
B2B	Business to Business
B2C	Business to Consumer

ABBREVIATION / ACRONYM	EXPLANATION
BAC	Bid Adjudication Committee
B-BBEE	Broad Based Black Economic Empowerment
BEC	Bid Evaluation Committee
BNN	Business News Network
BPA	Business Process Automation
BPM	Business Process Management
BSC	Bid Specification Committee
BSP	Bid Support Programme
BQV	Basic Quality Verification
CCBO	Chief Quality Assurance Officer
CDTO	Chief Digital & Technology Officer
CEL	Central East Africa and Land Hubs
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIFTIS	China International Fair for Trade-In Services
CMO	Chief Marketing Officer
CNN	Cable News Network

Abbreviations & Acronyms

ABBREVIATION / ACRONYM	EXPLANATION
COO	Chief Operations Officer
COLA	Cost of Living Adjustments
COVID-19	Coronavirus Disease
CQAO	Chief Quality Assurance Officer
CRM	Customer Relationship Management
CSO	Chief Strategy Officer
DIGITECH	Digital and Technology
DG	Director-General
DMC	Destination Management Company
DMO	Destination Marketing Organisation
DoA	Delegation of Authority
DT	Department of Tourism
EA	Executive Authority
EE	Employment Equity
EPMO	Enterprise Project Management Office
ERRP	Economic Reconstruction and Recovery Plan
E&SD	Enterprise and Supplier Development

ABBREVIATION / ACRONYM	EXPLANATION
EXCO	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GBFS	Girls and Boys Friendly Society
GMP	Google Marketing Platform
GRAP	Generally Recognised Accounting Practices
GRC	Governance, Risk and Compliance
HCREMCO	Human Capital and Remuneration Committee
IAAPO	International Association of Amusement Parks Operators
IA	Internal Audit
IBTM	Institute of Business Travel Management
ICCA	International Congress & Convention Association
IGTM	International Golf Travel Market
IMEX	Worldwide Exhibition for Incentive Travel, Meetings and Events
IMF	International Monetary Fund
IT	Information Technology
ITB	Internationale Tourismus Börse

Abbreviations & Acronyms

ABBREVIATION / ACRONYM	EXPLANATION
IYM	In-Year Monitoring
JATA	Japan Association of Travel Agents
KPI	Key Performance Indicator
King IV	King IV Report on Corporate Governance for South Africa, 2016
LGBTQ	Lesbian, Gay, Bi-sexual and Transgender
MA	Meetings Africa
MARCOM	Marketing and Commercial Committee
MIF	Marketing and Investment Framework
MINMEC	Ministers and Members of Executive Councils Meeting
MIPF	Marketing and Investment Prioritisation Framework
MIPTECH	Ministerial Provincial Technical Committee
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCB	National Convention Bureau
NDP	National Development Plan
NPS	Net Promoter Score

ABBREVIATION / ACRONYM	EXPLANATION
NTSS	National Tourism Sector Strategy
NT	National Treasury
PFMA	Public Finance Management Act, No. 1 of 1999
Q	Quarter
QIT	Quality in Tourism
QR	Quick Response
RM	Risk Management
ROI	Return on Investment
SA	South Africa
SAA	South African Airways
SANCB	South African National Convention Bureau
SA Tourism	South African Tourism
SAT	South African Tourism
SANRAL	South African National Roads Agency SOC Limited
NTSS	National Tourism Sector Strategy
NT	National Treasury
PFMA	Public Finance Management Act, No. 1 of 1999

Abbreviations & Acronyms

ABBREVIATION / ACRONYM	EXPLANATION
SCM	Supply Chain Management
SMME	Small Medium and Micro Enterprise/s
SP	Strategic Plan
SPEPM	Strategic Planning, Programme Management and Evaluation
TBCSA	Tourism Business Council of South Africa
TGCSA	Tourism Grading Council of South Africa
TGSP	Tourism Grading Support Programme
TSI	Tourism Sentiment Index
TO	Tour Operator/s
TQiT	Total Quality in Tourism
TR	Treasury Regulations

ABBREVIATION / ACRONYM	EXPLANATION
TSRP	Tourism Sector Recovery Plan
UK	United Kingdom
UNCTAD	United Nations Conference on Trade and Development
USA	United States of America
VFR	Visit Friends and Family
VTSD	Villages, Townships and Small Dorpies
WSP	Workplace Skills Plan
WTO	World Tourism Organisation