



SOUTH AFRICAN TOURISM

Strategic Planning Framework



SOUTH AFRICAN TOURISM




Effective Date	Date of approval of Framework	Strategic Planning Framework	
Revised Date	November 2023		
Next Review Date	With changes in regulatory framework and/or changes in entity's system and/or processes	Business Unit	Strategic Planning, Evaluation and Programme Management (SPEPM)
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		Date	19 September 2024
Senior Management Approval			
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Date	19 September 2024	31-10-2024	

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1. DEFINITIONS, ABBREVIATIONS AND ACRONYMS

TERM, ABBREVIATION OR ACRONYM	DESCRIPTION
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
AGSA	Auditor-General of South Africa (or his/her office).
Annual Operational Plan	An Annual Operational Plan (AOP) describes the activities and budgets for each of the outputs and output indicators in the APP. It also includes operational outputs not contained in the APP.
Annual Performance Plan	The Annual Performance Plan (APP) is a plan that sets out what the entity intends to do in the forthcoming financial year and during the MTEF to implement its Five-Year Strategic Plan.
Annual Performance Report	The Annual Performance Report (APR) constitutes Part B of the Annual Report. It is based on the Five-Year Strategic Plan and the Annual Performance Plan. It outlines the progress made towards the achievement of five-year targets and presents audited information about the implementation of the Annual Performance Plan.
Annual Report	The Annual Report (AR) provides information on the performance of the entity in the preceding financial year for oversight.
ARCO	Audit and Risk Committee, a committee of the Board of South African Tourism.
Attributes for success	Factors that contributed to achieving performance results.
BU	A Business Unit (BU) within a programme at South African Tourism.
CEO	Chief Executive Officer.
CFO	Chief Financial Officer.
CMO	Chief Marketing Officer.
CSO	Chief Strategy Officer
CoSec	Company Secretary.
Credibility	Credible information is reliable and provided by a skilled person with the necessary training.
Divisional Operational Plan	A Divisional Operational Plan (DOP) describes the activities and budgets for each of the outputs and output indicators in the APP and AOP. It also includes operational outputs not contained in the APP and AOP.
DPME	Department of Planning Monitoring and Evaluation.
Estimates of National Expenditure	Estimates of National Expenditure (ENE) describe government’s planned expenditure for all national government votes over the three-year medium-term expenditure framework (MTEF) period.
Evaluation	The systematic collection and objective analysis of the evidence on public policies, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability and makes recommendations on the way forward.
ExCo	The Executive Committee (ExCo), is a governance structure within SA Tourism, and is the group of key managers that make decisions collectively about relevant subjects related to the organisation’s proper functioning.
Impact	Positive and negative, primary and secondary, long-term and short-term effects, produced by a development intervention or the results of achieving specific outcomes, such as reducing poverty and creating jobs.

TERM, ABBREVIATION OR ACRONYM	DESCRIPTION
Input	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. Inputs include finances, personnel, equipment, and infrastructure such as buildings.
Monitoring	A continuous process of collecting and analysing data to compare how well a plan, programme, project or policy is being implemented against the expected results. It is a function that uses the systematic collection of data on specified indicators to provide management and stakeholders with information on progress and the achievement of objectives.
Market Prioritisation and Investment Framework	The Market Prioritisation and Investment Framework (MPIF) is a strategic marketing framework that SA Tourism develops and employs to determine which markets to invest in to achieve an optimum return on investment.
Medium-Term Expenditure Framework	The Medium-Term Expenditure Framework (MTEF) is a transparent planning and budgeting formulation process within which the government establishes contracts for allocating public resources to its strategic priorities while ensuring overall fiscal discipline.
Medium-Term Strategic Framework	The Medium-Term Strategic Framework (MTSF) outlines the government’s strategic intent in implementing the electoral mandate of the ruling party and the National Development Plan Vision 2030.
National Development Plan	The National Development Plan (NDP) offers a long-term perspective defining the desired destination and identifies the role different sectors of society need to play in reaching that goal.
Outcome	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution’s strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.
Outcome indicator	An outcome indicator measures the extent to which the outcomes were achieved by the end of the five-year period. Outcome indicators can be qualitative or quantitative and may provide disaggregated data relating to women, youth and people with disabilities if applicable.
Output	The final products, or goods and services produced for delivery by the entity. Outputs may be defined as “what we produce or deliver”.
Output indicator	An output indicator describes the delivery of products and services.
Performance	The degree to which a development intervention operates according to specified criteria, standards or guidelines or achieves results in accordance with stated goals or plans.
Performance indicator	A quantitative or qualitative tool that provides reliable means to measure the achievement of programme performance against the stated output and helps to assess the performance of the entity. A variable that allows the verification of changes or shows results relative to what was planned. “Performance indicator” and “performance measure” are sometimes used interchangeably. This framework will use the term “performance indicators”.
Performance information	In the public sector context, it is a generic term for non-financial information about the entity’s services and activities.
PIM	Performance Information Management.
Performance standards	A performance standard expresses the minimum acceptable level of performance that is generally expected.
PFMA	Public Finance Management Act, Act 1 of 1999.
Portfolio of evidence	The portfolio of evidence (PoE) are records confirming that the reported performance was attained.

TERM, ABBREVIATION OR ACRONYM	DESCRIPTION
Quarterly Non-Financial Performance Report	The Quarterly Non-Financial Performance Report outlines quarterly non-financial performance information.
Quarterly Performance Report	The Quarterly Performance Report (QPR) provides progress reports on the implementation of the entity's Annual Performance Plan (APP) in the previous quarter, with particular reference to monitoring delivery against performance targets.
Reasons for variance (deviation)	Factors that contributed to the variance between planned and actual performance.
Reliability	The nature and source of the information supports the accuracy of the reported information. The reported performance information can be traced back to the source data or documentation and is accurate and complete based on the source data.
RB	Results-Based (RB) Approach in its strategic planning processes, which was adopted by government since 1994. This is an approach where all stakeholders, contributing directly or indirectly to achieving a set of results, ensure that the processes, products and services contribute to the achievement of desired results (outputs, outcomes and impact).
SA Tourism	South African Tourism.
SCM	Supply chain management.
SMART targets	An acronym that is used to guide setting targets: S = Specific: The nature and the required level of performance can be clearly identified M = Measurable: The required performance can be measured A = Achievable: The target is realistic given the existing capacity R = Relevant: The required performance is linked to the achievement of a goal and T = Time-bound: The time period or deadline for delivery is specified.
SPEPM	Strategic Planning, Evaluation, and Programme Management.
Strategic Plan	A Strategic Plan (SP) is a plan that sets out the entity's priorities and programmes for a five-year period, as approved by the Board of the entity and the Minister of Tourism, as the entity's shareholder, within the scope of available resources.
Target	An expected level of performance or improvement that is required in the future.
Technical indicator description	A technical indicator description (TID) provides the following details of a performance indicator: <ul style="list-style-type: none"> Indicator title: Identify the title of the indicator Definition: A brief explanation of what the indicator is Source of data: Where the information comes from and how it is collected Method of calculation or assessment: Describes how the indicator is calculated (quantitative indicators) or assessed (qualitative indicators) Means of verification: Evidence needed to verify the validity of data Assumptions: Factors that are accepted as true and certain without proof Disaggregation of beneficiaries: Identified targeted groups, if applicable Spatial transformation: Contributions to spatial transformation priorities and impact areas

TERM, ABBREVIATION OR ACRONYM	DESCRIPTION
	<ul style="list-style-type: none"> • Calculation type: Whether the reported performance is cumulative (year-end), cumulative (year-to-date) or non-cumulative • Reporting cycle: Quarterly, bi-annual or annual reporting cycle • Desired performance: Whether the desired actual performance is on target, higher or lower than the target and • Indicator responsibility: Who is responsible for managing and reporting the indicator.
Tourism Act	Tourism Act No 3 of 2014.
Usefulness	<p>In terms of reported performance information, usefulness refers to:</p> <ul style="list-style-type: none"> • Consistency of information between the strategic plan, budget and annual report; • Relevance of the performance information - the indicators and targets are linked to the organisation's objectives and targets; and • Targets are specific, measurable and have a clear deadline or timeframe.
Validity	The extent to which the data collection strategies and instruments measure what they purport to measure.
Variance	The difference between the performance target and the actual performance achieved. Variances are expressed as a narrative which indicates the difference between the planned and actual performance, whether quantitative or qualitative.

2. INTRODUCTION

The SA Tourism Strategic Planning Framework provides the guideline for fulfilling the required legislative and compliance requirements in terms of the PFMA and Treasury Regulations. This Framework outlines the elements as indicated in the diagram below:



3. PRINCIPLES

The SA Tourism Planning Framework is underpinned by the following principles:

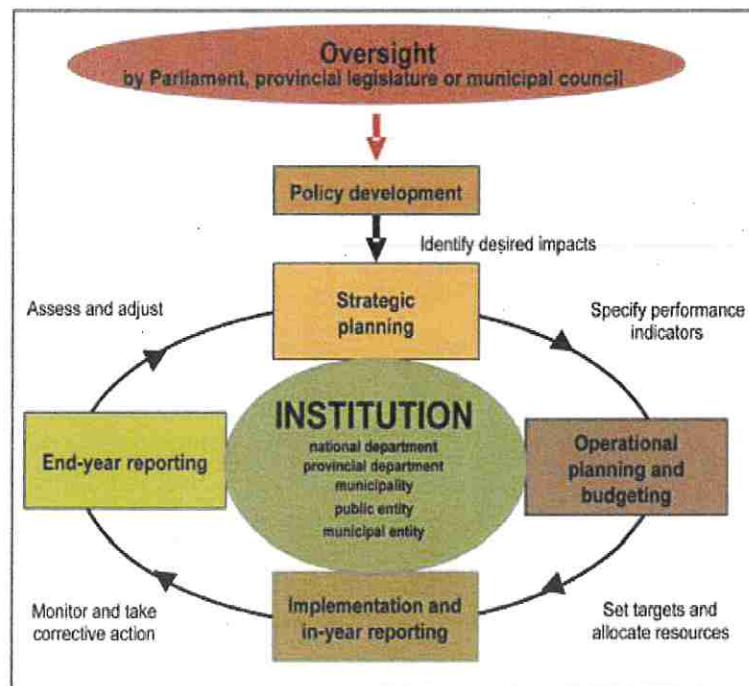
- Outline structures, systems and processes required to manage strategic planning;
- Define roles and responsibilities for organisational planning;
- Strengthen accountability across the organisation through performance planning;
- Collaboration and transparency in planning to achieve integration;
- Planning for economies of scale; and
- Promote a culture of performance excellence at all levels in SA Tourism.

4. LEGISLATIVE & REGULATORY FRAMEWORKS

The legislative requirements for strategic planning are found in the:

- Constitution of the Republic of South Africa;
- PFMA including its Treasury Regulations Part 9 of Chapter 29;
- Public Service Act of 1994, amended in 2007, including its Public Service Regulations Chapter 3;
- Frameworks issued by National Treasury on:
 - Strategic Plans and Annual Performance Plan issued in August 2010;
 - Performance Information Handbook issued by the National Treasury in April 2011;
 - Revised Framework for Strategic Plans and Annual Performance Plans issued by the Department of Planning, Monitoring and Evaluation (DPME) in November 2019;
 - Guidelines for Implementation of the Revised Framework for Strategic Plans and Annual Performance Plans issued by the DPME in November 2019; and
 - Instruction Number 10 of 2020/21 on the Implementation of the Revised Framework for Strategic Plans and Annual Performance Plans.

In terms of the statutory compliance requirements for planning purposes outlined in the Public Finance Management Act (No 1 of 1999) (PFMA) including its Treasury Regulations, South African Tourism (SA Tourism) must prepare, document and implement informed strategic and performance plans aligned to its mandate, as guided by its founding legislation relating to its establishment. Following these requirements, these plans must be supported by an appropriate budget proposal.

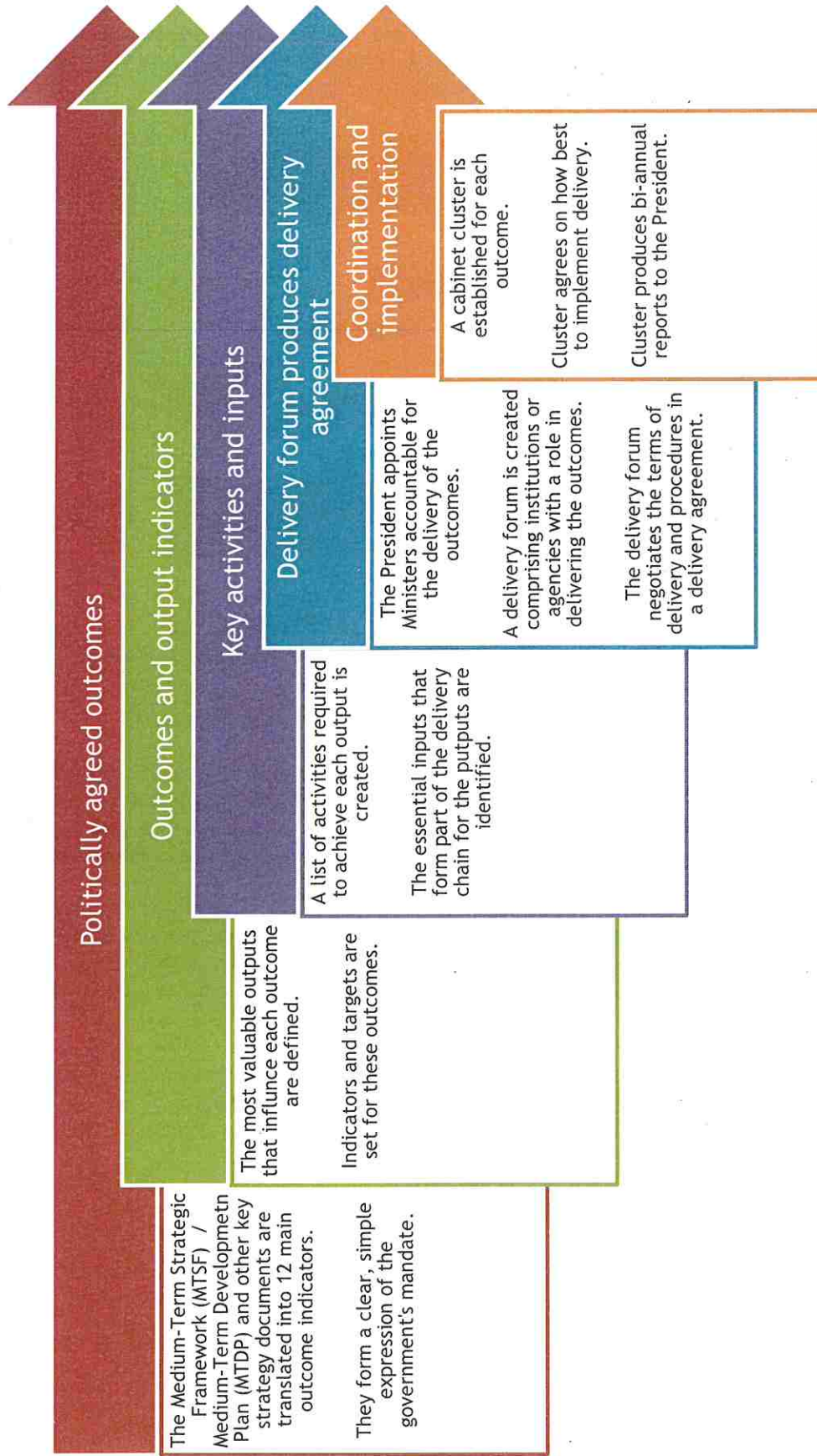


Source: Framework for Managing Programme Performance Information

The results of planning in the national sphere of government informs the planning of public entities. International and regional development priorities and the constitutional and legislative mandates feed into the National Development Plan (NDP). The NDP offers a long-term perspective defining the desired destination and identifies the role different sectors of society need to play in reaching that goal.

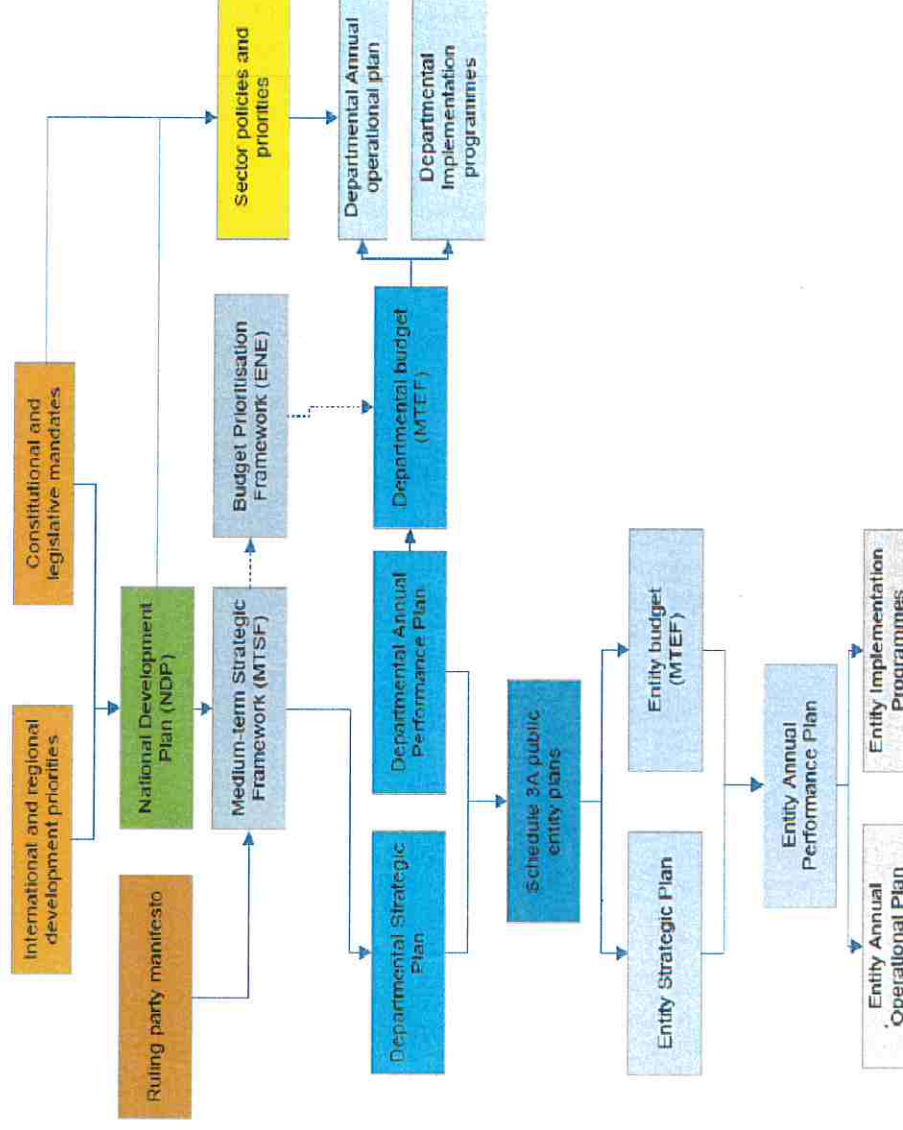
The NDP and the ruling party's manifesto informed the former Medium-Term Strategic Framework (MTSF), and currently the Medium-Term Development Plan (MTDP), which outlines the government's strategic intent in implementing the electoral mandate of the ruling party and the NDP Vision 2030. Ideally, the government department's Strategic Plan (SP) is based on the MTSF / MTDP which cascades into the public entity's SP.

The diagram below illustrates how the government's targets and outcomes are translated into required activities and inputs linked to structures to ensure service delivery:



Source: Measurable Performance and Accountable Delivery, The Presidency, 2010

The diagram below illustrates how the results of planning in the national sphere of government feed into the planning of public entities:



In terms of section 4 of the PFMA, the Accounting Officer of an entity must submit measurable objectives within its entity's programmes to the National Assembly when the annual budget is introduced. In relation to section 52 of the PFMA, the Accounting Authority of a public entity must submit a corporate plan in the prescribed format covering the affairs of that public entity for the following three financial years. This Act provides a framework for introducing strategic planning linked with the budgeting process as stipulated in the Treasury Regulations for National Departments. These actions are in support of its budgetary and financial management improvement programmes and reforms.

In terms of Part 9, Chapter 30, of the Treasury Regulations issued in terms of the PFMA, as well as the Framework for Strategic Plan and APP, "each year the accounting authority of an institution must prepare a Strategic Plan for the forthcoming MTEF period for approval by the relevant Executive Authority". SA Tourism, therefore, is required to prepare and submit the SP and APP to the Department of Tourism and National Treasury respectively.

In line with the requirements of the Revised Framework for Strategic Plans and Annual Performance Plans, SA Tourism is required to develop a Five-year Strategic Plan which must be tabled before Parliament. Furthermore, the framework requires an APP for the upcoming financial year and the MTEF period.

Given the above, cognisance should be taken of the timelines of the planning process as guided by the requirements of the PFMA and the Treasury Regulations. The first drafts of the documents are prepared to be completed in October, and the final drafts by January. The approved SP and APP are tabled in Parliament in March, by the Shareholder, depending on Parliament's schedule. If the submission date is not a business day, the submission must be done on the business day before the submission date.

The SA Tourism Strategic Planning Framework complements the legislative and regulatory requirements referred to above. The Strategic Planning Framework informs SA Tourism's (PIM), Monitoring and Reporting Framework and the Implementation Programme Evaluation Framework.

5. PRESCRIBED PLANNING AND BUDGETING CYCLE

The Revised Framework for Strategic Plans and Annual Performance Plans outline the following planning and budgeting cycle, inclusive of timelines:

[illegible]

Source: Revised Framework for Strategic Plans and Annual Performance Plans

The 2024 national and provincial elections introduce the 7th administration for the 2024-2029 period. The 2024/25 financial year is effectively a transition year between the 6th and 7th administration. The institutional planning cycle runs from 2025/26 to 2029/30. The DPME will ensure the continuation of planning, budgeting and reporting processes between the 6th and 7th administration at the level of national and provincial institutions.

After the general elections, the Cabinet is announced. This may introduce changes to the previous configuration of the government. This has a direct impact on the administrative structures to support the adjusted functions of numerous Ministers and Deputy Ministers. Examples of changes include name changes to departments, introduction of new departments, merging departments, closing departments and transferring functions between departments. The functional content of departments may need to change to give effect to the new ministerial portfolios. In other instances, the functional content of departments remains unchanged.

6. ACCOUNTABILITY DOCUMENTS

The accountability documents associated with strategic planning as well as operational planning and budgeting are:

ACCOUNTABILITY CYCLE	ACCOUNTABILITY DOCUMENT/S	PERFORMANCE INFORMATION
Strategic planning	<ul style="list-style-type: none"> Strategic Plan Annual Performance Plan 	<ul style="list-style-type: none"> Indicate outputs to be produced Specify performance indicators
Operational planning and budgeting	<ul style="list-style-type: none"> Operational Plans (AOP & DOP) Budgets Annual Procurement Plan Performance Agreements 	<ul style="list-style-type: none"> Set performance targets Indicate available resources Allocate responsibilities
Implementation and in-year reporting	<ul style="list-style-type: none"> Monthly budget reports Quarterly performance reports 	<ul style="list-style-type: none"> Report progress with implementation of plans and budgets
End-year reporting	<ul style="list-style-type: none"> Annual reports 	<ul style="list-style-type: none"> Report on performance against plans and budgets

7. CORE ELEMENTS OF PLANNING DOCUMENTS

The key components of the planning documents that are to be produced are:

STRATEGIC PLAN	ANNUAL PERFORMANCE PLAN	ANNUAL OPERATIONAL PLAN
PART A: OUR MANDATE <ol style="list-style-type: none"> Constitutional mandate Legislative and policy mandates Institutional policies and strategies governing the five-year planning period Relevant court rulings 	PART A: OUR MANDATE <ol style="list-style-type: none"> Updates to the relevant legislative and policy mandates Updates to the institutional policies and strategies Updates to relevant court rulings 	1. OUR OPERATIONS <ol style="list-style-type: none"> 1.1. Programme / Purpose 2. Activities, timeframes and budgets: <ul style="list-style-type: none"> Output Output indicator Annual target Quarterly target Activities Timeframes Budget per activity Dependencies Responsibility
PART B: OUR STRATEGIC FOCUS <ol style="list-style-type: none"> Vision Mission Values Situational Analysis: <ol style="list-style-type: none"> 4.1. External environment analysis 4.2. Internal environment analysis 	PART B: OUR STRATEGIC FOCUS <ol style="list-style-type: none"> Updated situational analysis: <ol style="list-style-type: none"> 1.1. External environment analysis 1.2. Internal environment analysis 	
PART C: MEASURING OUR PERFORMANCE <ol style="list-style-type: none"> 1. Institutional performance information: <ol style="list-style-type: none"> 1.1. Impact Statement 1.2. Measuring our outcomes: (Outcomes, outcome indicators, baseline, five-year target) 1.3. Explanation of planned performance over the five-year planning period 2. Key risks and mitigations: (Outcomes, key risks and risk mitigations) 3. Public entities: (Name of public entities, mandate, outcomes) 	PART C: MEASURING OUR PERFORMANCE <ol style="list-style-type: none"> 1. Institutional programme performance information: <ol style="list-style-type: none"> 1.1. Programme / Purpose 1.2. Subprogramme / Purpose 1.3. Outcomes, outputs, output indicators and targets 1.4. Output indicators: annual and quarterly targets 1.5. Explanation of planned performance over the medium-term period 1.6. Programme resource considerations 2. Updated key risks and mitigation from SP 3. Public entities 4. Infrastructure projects 5. Public-private partnerships 	OTHER PLANS <ol style="list-style-type: none"> 1. IMPLEMENTATION PROGRAMME PLANS 2. INFRASTRUCTURE PLANS <ol style="list-style-type: none"> a) Relationship between infrastructure planning and spatial planning b) SPs and APPs to be aligned with spatial development frameworks c) Mechanisms for infrastructure planning: <ul style="list-style-type: none"> Infrastructure Delivery Management System (IDMS) Budget Facility for Infrastructure Guidelines Capital planning guidelines
PART D: TECHNICAL INDICATOR DESCRIPTIONS AND ANNEXURES <ol style="list-style-type: none"> A: District Development Model 	PART D: TECHNICAL INDICATOR DESCRIPTIONS AND ANNEXURES <ol style="list-style-type: none"> A: Amendments to the strategic plan B: Conditional grants C: Consolidated indicators D: District Development Model 	<p>Source: <i>Guidelines for Implementation of the Revised Framework for Strategic Plans and Annual Performance Plans (DPME, 2019)</i></p>

8. ROLES AND RESPONSIBILITIES

Overall responsibility for performance information management, monitoring and reporting is vested with the Chief Executive Officer (CEO), supported by the Executive Management Committee (ExCo), on behalf of the SA Tourism Board. The table below outlines the roles and responsibilities of role-players within the Strategic Planning Framework:

STRATEGIC PLANNING, EVALUATION & PROGRAMME MANAGEMENT (SPEPM)	<ul style="list-style-type: none"> • Provide standardised processes, systems and formats for planning • Coordinate planning sessions: agendas, dates and venues • Collate information for APP and AOP • Develop the first draft Strategic Plan and APP • Develop the final draft Strategic Plan and APP • Facilitate submissions for approvals at level of EXCO, Accounting Authority and Executive Authority • Preparation of Powerpoint presentations for different platforms • Collate information for the AOP and DOP • Create repository for planning documents • Support the Governance, Risk and Compliance BU with documents for the annual Board lekgotla
ANALYTICS & INSIGHTS	<ul style="list-style-type: none"> • Present status of MPIF • Collate market intelligence based on past performance, trends and projections • Draft external environmental analysis • Determine targets for 5-year strategic plan • Determine targets for APP
FINANCE & SCM	<ul style="list-style-type: none"> • Guides the financial planning of the organisation from a budget allocation perspective • Provides financial information for the Strategic Plan and APP • Leads the development of the Annual Procurement Plan • Coordinate requirements for the Budget Council
BUSINESS UNITS	<ul style="list-style-type: none"> • Attend and participate in the development of the first and final drafts of the Strategic Plan and the APP. • Draft and finalise the targets and indicators for the different programmes in the APP. • Prepare input for the AOP • Prepare the BU DOP
GOVERNANCE, RISK, COMPLIANCE & COMPANY SECRETARIAT	<ul style="list-style-type: none"> • Lead the preparation of the annual Board Lekgotla • Coordinate the annual process to determine strategic risks and its mitigation • Prepare sections on for the Strategic Plan and APP
EXECUTIVE COMMITTEE	<ul style="list-style-type: none"> • Leads the strategic planning process at the level of programmes and BUs • Provides strategic direction for the APP, AOP & DOPs • Considers and approves the draft and final SP, APP, AOP & DOPs
CHIEF EXECUTIVE OFFICER	<ul style="list-style-type: none"> • Leads the strategic planning process at the level of programmes and BUs • Provides strategic direction for the APP, AOP & DOPs • Considers and approves the draft and final SP, APP, AOP & DOPs
AUDIT & RISK COMMITTEE OF THE BOARD OF DIRECTORS (ARCO)	<ul style="list-style-type: none"> • Considers and recommends the first and final draft SP and APP to Board
ACCOUNTING AUTHORITY	<ul style="list-style-type: none"> • Provides strategic direction to the organisation during the annual planning process • Approves the first and final drafts of the Strategic Plan and APP
EXECUTIVE AUTHORITY	<ul style="list-style-type: none"> • Provides strategic direction to the organisation during the annual planning process • Considers and approves the final draft SP and APP

9. SA TOURISM STRATEGIC PLANNING PROCESS

9.1 STRATEGY DEVELOPMENT &/OR REVIEW

Strategy development and/or review, pertaining to the entity's business / corporate strategy, is distinct and separate from compliance planning. The latter pertains to compliance planning undertaken within the entity and ensures that the Five-Year Strategic Plan (SP), the Annual Performance Plan (APP), the Annual Operational Plan (AOP) and Divisional Operational Plans (DOP) are produced in line with prevailing legislative and regulatory frameworks. In SA Tourism, strategy development is led by the Office of the Chief Strategy Officer (CSO), whilst compliance planning is led by the Strategic Planning, Evaluation and Programme Management (SPEPM) Business Unit (BU).

9.2 FINANCIAL PLANNING AND BUDGETING

Although this Strategic Planning Framework references the integration of strategic and financial planning following the NDP, MTSF / MTDP and the MTEF, it does not outline the financial planning processes that are undertaken within the entity, which are led by the Office of the Chief Financial Officer (CFO).

9.3 OVERVIEW OF STRATEGIC PLANNING PROCESS

9.3.1 Objectives of the Framework

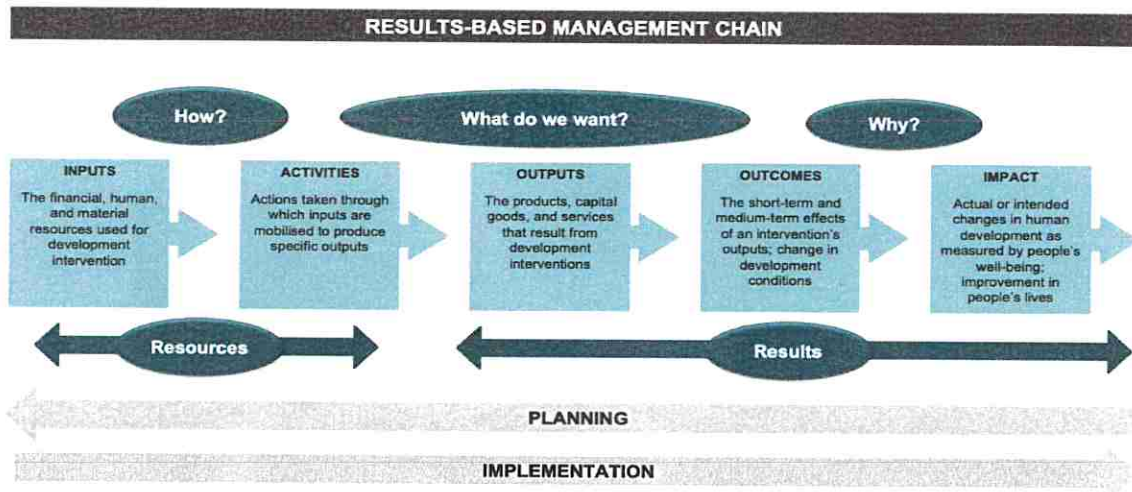
Within the context of sections 9.1 to 9.2 above, the Strategic Planning Framework only outlines the entity's strategic planning processes and endeavours to ensure compliance with prevailing legislation and regulations. The Framework therefore aims to:

- Outline an effective strategic planning process for SA Tourism inclusive of the structures, systems, and processes required to manage strategic planning in a manner that is compliant and meets the relevant legislative and regulatory frameworks;
- Define roles and responsibilities within the strategic planning processes; and
- Instil a culture of accountability through structured performance planning.

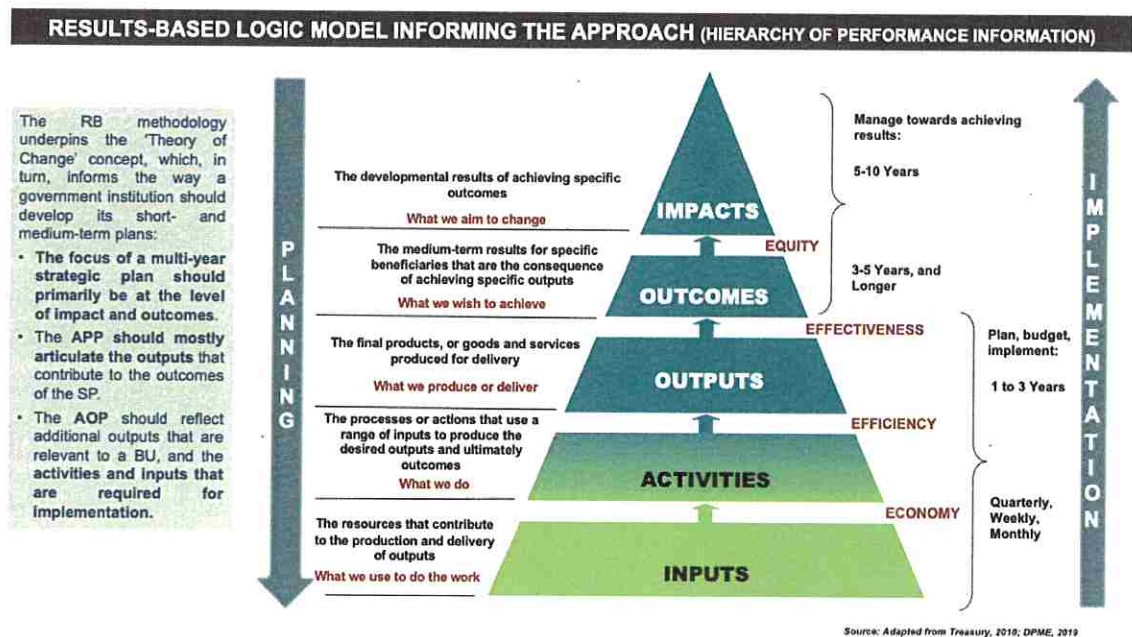
9.3.2 Results-Based Planning

SA Tourism applies the Results-Based (RB) Approach in its strategic planning processes, which was adopted by government since 1994. This is an approach where all stakeholders, contributing directly or indirectly to achieving a set of results, ensure that the processes, products and services contribute to the achievement of desired results (outputs, outcomes and impact).

The stakeholders use data and evidence relating to actual results to inform decision-making about the design, resourcing and delivery of programmes and about accountability and reporting.



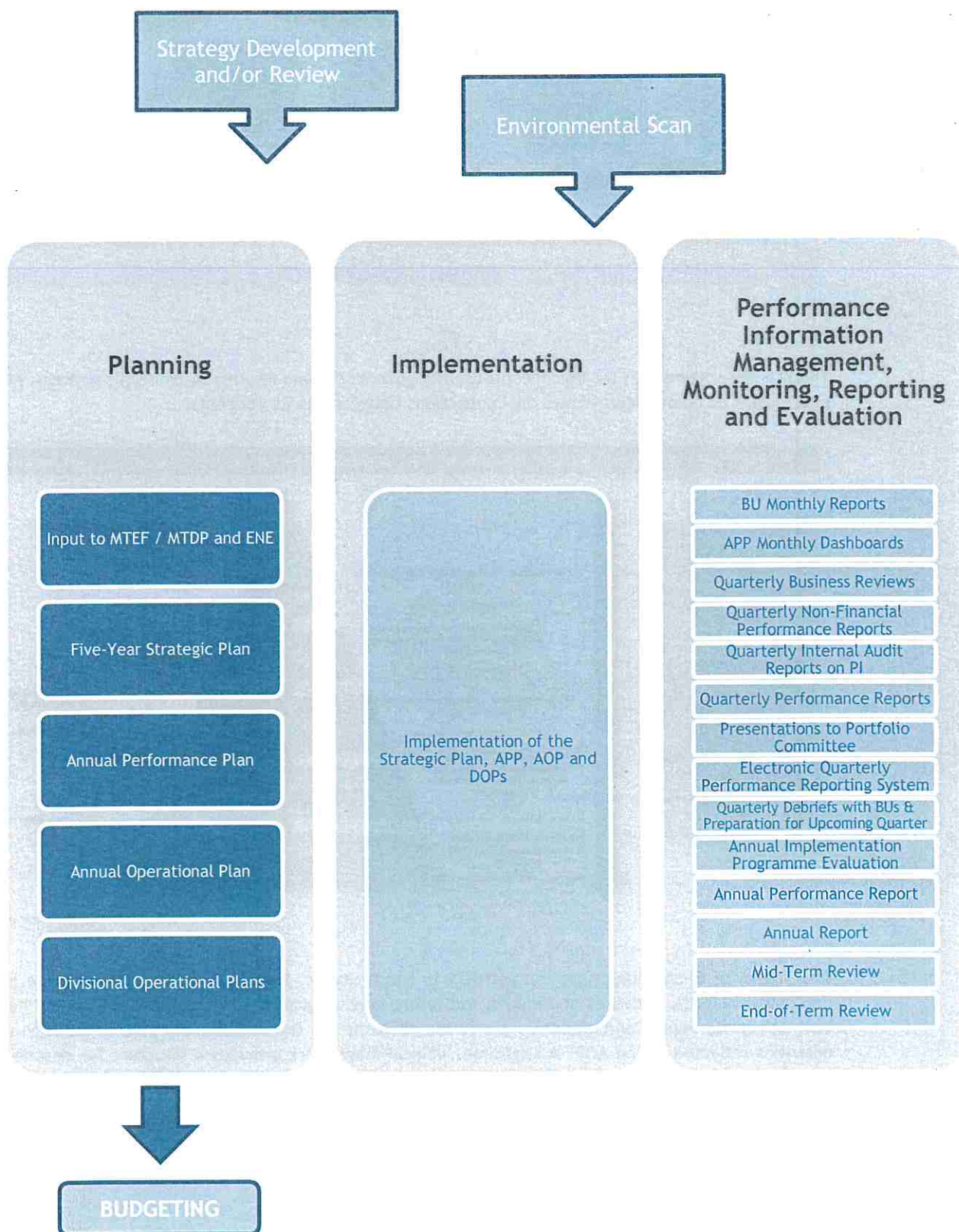
This Framework endorses the RB concepts used by government and informs SA Tourism's strategic planning processes. The below figure shows the connections between the RB concepts:



The Theory of Change describes the pathway to reach results. Elements of the theory include impact, outcomes, outputs, activities and inputs; indicators; and assumptions. Once the results chain has been developed, the impact and outcomes are reflected in the SP, the outputs reflected in the APP and the activities reflected in the AOP. A Logframe /Logical Framework provides a structure for describing the impact, outcomes, outputs, activities and inputs as a results chain and shows the logical linkages between them. Indicators, baselines and targets at each level of the results chain are developed to measure progress towards achieving the desired results. Assumptions and risks form the basis of the Logframe. Indicators and targets developed through the Logframe are reflected in SPs, APPs and AOPs.

9.3.3 Deliverables arising from the Strategic Planning Process

The deliverables produced through the entity's strategic planning process are:



9.3.4 Five-Year Strategic Plan

Strategic Plans (SP) reflect institutional outcomes which contribute to the achievement of the overall priorities of government, and the realisation of the mandate of the organisation. Strategic Plans institutionalise government priorities set out in the National Development Plan (NDP), the MTSF / MTDP, sector priorities and any other government medium and long-term plans. SPs span a five-year planning horizon subsequent to an election year.

The Five-Year Strategic Plan outlines SA Tourism's impact statement, outcomes, related outcome indicators and five-year targets for outcomes. The Strategic Plan informs SA Tourism's APP. The strategic focus is linked to the allocated budget based on SA Tourism's mandate. A results-based approach is used to formulate the intended impact and outcomes of SA Tourism.

Parliament and the public measures the organisation against these impacts and outcomes.

Accountability Document	Nature of the Document	Scope of the Document
Five-Year Strategic Plan	<ul style="list-style-type: none"> Public accountability document, tabled in Parliament at the beginning of the five-year cycle, aligned to the electoral mandate (MTSF / MTDP) Approved by the Executive Authority, Accounting Authority, Accounting Officer and ExCo Open to the scrutiny of the Auditor-General of South Africa's (AGSA) 	<p>Organisational level document reflecting:</p> <ul style="list-style-type: none"> Executive Authority (Minister of Tourism) Statement Accounting Authority (Board of SA Tourism) Statement Accounting Officer (CEO) Statement Official Sign-Off Part A: Our Mandate <ul style="list-style-type: none"> Constitutional Mandate Legislative & Policy Mandates Institutional Policies & Strategies Governing the Five-Year Period Relevant Court Rulings Part B: Our Strategic focus <ul style="list-style-type: none"> Vision Mission Values Situational Analysis <ul style="list-style-type: none"> External Environmental Analysis Internal Environmental Analysis Part C: Measuring Our Performance <ul style="list-style-type: none"> Institutional Performance Information <ul style="list-style-type: none"> Impact Statements Measuring Our Outcomes Explanation of Planned Performance over the Five-Year Planning Period Key Risks & Mitigations Public Entities Part D: Technical Indicator Descriptions (TIDs) Annexures to the Strategic Plan <ul style="list-style-type: none"> A: District Development Model (if applicable)

This aspect of the planning process is coordinated by the Strategic Planning, Evaluation and Programme Management (SPEPM) business unit. The process commences around June / July annually and concludes by March each year. However, emerging processes may impact the timing of this start date.

9.3.4.1 First Draft of the Strategic Plan

The first draft of the Strategic Plan will inform the ENE submission to National Treasury. Subsequently, the budget process for ENE submissions will be synchronised with the Strategic Plan and APP. The budget process will be led by the Chief Financial Officer in line with prescribed timelines. This draft Strategic Plan will guide BUs to develop the Annual Performance Plan (APP) on an annual basis.

Business Units are required to produce the following inputs to the first draft SP as follows, noting that emerging processes may impact the due dates:

FIRST DRAFT OF THE STRATEGIC PLAN		
Inputs required	Responsible Business Unit	Due date for submission of information
• Executive Authority Statement	Global PR & Comms	30 September
• Accounting Authority Statement	Global PR & Comms supported by Company Secretary	30 September
• CEO Statement	Global PR & Comms supported by Manager: Office of CEO	30 September
• Official Sign-Off	Exco supported by SPEPM	15 October
• Abbreviations and Acronyms	SPEPM	30 September
Part A: Our Mandate		
• Constitutional mandates	Governance, Risk and Compliance	30 August
• Legislative and policy mandates		
• Relevant court rulings		
• Institutional policies and strategies over the five-year planning period	ExCo supported by Analytics & Insights and SPEPM	30 August
Part B: Our Strategic Focus		
• Vision	SPEPM	30 August
• Mission		
• Values		
• External Situational Analysis <ul style="list-style-type: none">○ Past performance○ Global trends○ Projections	Analytics and Insights	30 August
• Internal Situational Analysis <ul style="list-style-type: none">○ Entity structure and related issues○ Technology and platforms	Human Capital ICT DigiTech	30 August
Part C: Measuring Our Performance		
• Impact Statement	ExCo	30 August
• Measuring Outcomes		
• Explanation of planned performance over the five-year planning period		
• Key Risks	Governance, Risk and Compliance and Company Secretariat	30 August
• Public entities	SPEPM	30 August

Producing and approving the First Draft of the Strategic Plan		
Inputs required	Responsible Business Unit	Due date for submission of information
• Collate information from the BUs as indicated above	SPEPM	31 August
• Produce first draft	SPEPM	Mid-September
• Submit the first draft to ExCo for review	SPEPM	Mid-September
• Incorporate changes received from ExCo	SPEPM	30 September
• Table first draft for ExCo sign-off	SPEPM	First week of October
• Table first draft for ARCO consideration and recommendation to Board	SPEPM	Second week of October
• Table first draft for Board approval	ExCo supported by SPEPM	Third week of October
• Submit to Department of Tourism	SPEPM	30 October

These due dates may be amended year on year to accommodate the direction of the annual planning processes, provided that the compliance due date is met.

9.3.4.2 Approval process for the First Draft of the Strategic Plan

The first planning phase stretches from June/July to October. The first draft SP, approved by Board, is submitted to the Department of Tourism no later than 30th October annually.

9.3.4.3 Final Draft Strategic Plan

The expected outcome of this second phase of planning, between November and January, is the final draft Strategic Plan. Findings and insights extracted from the first phase will inform the final draft Strategic Plan, including any change in market trends as informed by market insights and the final budget allocation letter. The final draft Strategic Plan will also consider changes informed by National Treasury, the DPME and the Department of Tourism.

Final Draft of the Strategic Plan		
Activity	Responsible Business Unit	Due date for submission of information
Review trends and situational analysis and update if necessary	Analytics and Insights	First week of December
Provide updates and/or additional input if needed	ExCo	First week of December
Review budget allocation and update if necessary	Office of the CFO	First week of December
Incorporate input from National Treasury, DPME and the Department of Tourism if needed	SPEPM	First week of December
Final review	ExCo	Second week of December
Official Sign-Off	ExCo supported by SPEPM	First week of January
Table final draft for ARCO consideration and recommendation to Board	SPEPM	Second week of January
Table final draft for Board approval	ExCo supported by SPEPM	Third week of January

Submit to Department of Tourism and National Treasury for approval	SPEPM	30 January
Amend final draft should there be any changes identified by the Department of Tourism and resubmit final draft to Department of Tourism	Exco supported by SPEPM	February to March
Tabling of SP in Parliament	Department of Tourism	As per Parliamentary Programme
Prepare presentation on SP for Parliament: Portfolio Committee on Tourism	SPEPM	As per Parliamentary Programme

These due dates may be amended year on year to accommodate the direction of the annual planning processes, provided that the compliance due date is met.

9.3.4.4 Approval process for the Final Draft of the Strategic Plan

The second planning phase stretches from November to March. However, the final draft SP, approved by the Board, must be submitted to the Department of Tourism, no later than 30th January annually. The table above outlines the steps and timelines in the approval process.

9.3.4.5 Process for Revising the Strategic Plan

Following the DPME's Revised Framework for Strategic Plans and Annual Performance Plans, a Strategic Plan should ideally not be revised during the five-year planning period but may be revised if there are significant changes to policy, the service delivery environment or the planning methodology.

The following process must be followed when revising a Strategic Plan:

- Institutions must reflect the revisions to the Strategic Plan by re-tabling to Parliament the whole Strategic Plan or tabling an Annexure to the APP.
 - If the changes in policy, service delivery environment and planning methodology result in the revision of the vision, mission, values and impact statement, outcomes, outcome indicators or targets, institutions must comprehensively revise the Strategic Plan which must be re-tabled in Parliament.
 - If the changes are minimal, such as changes to the outcomes, outcome indicators and targets, institutions must reflect such revisions to the Strategic Plan as an Annexure to the APP which must be tabled in Parliament.
- The re-tabled Strategic Plan must be shared with the entity's stakeholders including the DPME and National Treasury. The re-tabled Strategic Plan must also be published on SA Tourism's website.

Timelines for tabling the revised plan is directed by Parliament.

9.3.5 Annual Performance Plan

SA Tourism's APP is informed by its Strategic Plan. While the Five-Year Strategic Plan will only be adjusted as and when required during the five-year period, the APP must be developed every year.

This draft APP will then guide BUs in the operational planning process.

Accountability Document	Nature of the Document	Scope of Document
APP	<ul style="list-style-type: none"> Public accountability document, tabled in Parliament at the beginning of the five-year cycle, aligned to the electoral mandate (MTSF) Approved by the Executive Authority, Accounting Authority, Accounting Officer and ExCo Open to the scrutiny of the Auditor-General of South Africa's (AGSA) 	<p>Annual organisational level document reflecting:</p> <ul style="list-style-type: none"> Executive Authority (Minister of Tourism) Statement Accounting Authority (Board of SA Tourism) Statement Accounting Officer (CEO) Statement Official Sign-Off Part A: Our Mandate <ul style="list-style-type: none"> Updates to the relevant Legislative & Policy Mandates Updates to the Institutional Policies & Strategies Updates to the Relevant Court Rulings Part B: Our Strategic focus <ul style="list-style-type: none"> Updated Situational Analysis <ul style="list-style-type: none"> External Environmental Analysis Internal Environmental Analysis Part C: Measuring Our Performance <ul style="list-style-type: none"> Institutional Performance Information <ul style="list-style-type: none"> Programme <ul style="list-style-type: none"> Purpose Sub-Programme <ul style="list-style-type: none"> Purpose Outcomes, outputs, output indicators & targets Output indicators & targets Explanation of planned performance over the medium-term period Programme resource considerations Updated key risks and mitigation from the SP Public entities Infrastructure projects (if applicable) Public-private partnerships (if applicable) Part D: Technical Indicator Descriptions (TIDs) Annexures to the Strategic Plan <ul style="list-style-type: none"> A: Amendments to the SP B: Conditional Grants C: Consolidated Indicators D: District Development Model (if applicable)

This aspect of the planning process is coordinated by the Strategic Planning, Evaluation and Programme Management (SPEPM) business unit. The process commences around June / July annually and concludes by March each year. As noted above, these timelines may be impacted by emerging requirements.

9.3.5.1 First draft of the APP

The first draft of the APP will be submitted to ExCo for recommendation to the ARCO of the Board. The ARCO will consider the APP for recommendation to the Board for approval. The first draft of the APP together with the first draft of the Strategic Plan will be submitted to the Department of Tourism by 30 October.

This draft APP will guide BUs to develop the Annual Operational Plan (AOP) on an annual basis.

Business Units are required to produce the following inputs to the first draft APP as follows:

First Draft of the APP		
Inputs required	Responsible Business Unit	Due date for submission of information
• Executive Authority Statement	Global PR & Comms	30 September
• Accounting Authority Statement	Global PR & Comms supported by Company Secretary	30 September
• CEO Statement	Global PR & Comms supported by Manager: Office of CEO	30 September
• Official sign-off	ExCo supported by SPEPM	15 October
• Abbreviations and acronyms	SPEPM	30 September
Part A: Our Mandate		
• Updates to legislative and policy mandates	Governance, Risk and Compliance	30 August
• Updates to relevant court rulings		
• Updates to institutional policies and strategies over the five-year planning period	ExCo supported by Analytics & Insights and SPEPM	30 August
Part B: Our Strategic Focus		
• Updated Situational Analysis	Analytics and Insights	30 September
◦ Updated external environment analysis		
• Updated Situational Analysis	◦ Human Capital	30 September
◦ Updated internal environment analysis	◦ Information & Communication Technology (ICT)	
Part C: Measuring Our Performance		
Institutional Programme Information as follows:		
◦ Programme 1: Corporate Support	◦ Internal Audit ◦ GRC & Company Secretariat ◦ Finance, SCM & Facilities Management ◦ Human Capital ◦ ICT	30 August
◦ Programme 2: Business Enablement	◦ Analytics ◦ Insights ◦ Government & Industry Relations (GIR) ◦ Digital Transformation	30 August

○ Programme 3: Leisure Tourism Marketing	○ Chief Marketing Officer (CMO) ○ Chief Operations Officer	30 August
○ Programme 4: Business Events	National Convention Bureau	30 August
○ Programme 5: Tourism Experience	Tourism Experience	30 August
• Consolidated financial plan and MTEF budget estimates	Finance	30 August
• Updated key risks and mitigation actions from the SP	• GRC & Company Secretariat	30 August
• Public entities (Currently not applicable)	Finance	30 August
• Infrastructure projects (Currently not applicable)	Finance	30 August
• Public/private partnerships (Currently not applicable)	ExCo	30 August
Part D: Technical Indicator Descriptions		
• All BUs	ExCo	30 August
Producing and approving the First Draft of the APP		
• Collate information from the BUs as indicated above	SPEPM	31 August
• Produce first draft	SPEPM	Mid-September
• Submit the first draft to ExCo for review	SPEPM	Mid-September
• Incorporate changes received from ExCo	SPEPM	30 September
• Table first draft for ExCo sign-off	SPEPM	First week of October
• Table first draft for ARCO consideration and recommendation to Board	SPEPM	Second week of October
• Table first draft for Board approval	ExCo supported by SPEPM	Third week of October
• Submit to Department of Tourism	SPEPM	30 October

These due dates may be amended year on year to accommodate the direction of the annual planning processes, provided that the compliance due date is met.

9.3.5.2 Approval process for the First Draft of the Annual Performance Plan

The first planning phase stretches from June/July to October as findings and insights extracted from this phase will inform the final draft APP. The first draft APP, approved by Board, is submitted to the Department of Tourism no later than 30th October annually.

9.3.5.3 Final Draft APP

The expected outcome of this stage is the final draft APP which will consider any change in market trends as informed by market insights and the final allocation letter.

The final draft of the APP will consider changes as identified by National Treasury, DPME and the Department of Tourism.

Final Draft of the Annual Performance Plan		
Activity	Responsible Business Unit	Due date for submission of information
Updated Situational Analysis • Updated external environment analysis	Analytics and Insights	First week of December
Updated Situational Analysis • Updated internal environment analysis	<ul style="list-style-type: none"> Human Capital ICT 	First week of December
Provide updates and/or additional input if needed	ExCo	First week of December
Review budget allocation and update if necessary	Office of the CFO	First week of December
Incorporate input from National Treasury, DPME and the Department of Tourism if needed	SPEPM	First week of December
Final review	ExCo	Second week of December
Official Sign-Off	Exco supported by SPEPM	First week of January
Table final draft for ARCO consideration and recommendation to Board	SPEPM	Second week of January
Table final draft for Board approval	ExCo supported by SPEPM	Third week of January
Submit to Department of Tourism and National Treasury for approval	SPEPM	30 January
Amend final draft should there be any changes identified by the Department of Tourism and resubmit final draft to Department of Tourism	Exco supported by SPEPM	February to March
Tabling of APP in Parliament	Department of Tourism	As per Parliamentary Programme
Load APP onto e-QPRS	SPEPM	June
Prepare presentation on APP for Parliament: Portfolio Committee on Tourism	SPEPM	As per Parliamentary Programme

9.3.5.4 Approval process for the Final Draft of the Annual Performance Plan

The second planning phase stretches from November to March. However, the final draft APP, approved by the Board, must be submitted to the Department of Tourism, no later than 30th January annually. The table above outlines the steps and timelines in the approval process.

9.3.5.5 Processes for revising the APP

Ideally, an APP should not be revised during a financial year. It may, however, be revised during a financial year under the following conditions:

- Revisions to the Strategic Plan, as described above, will require revision of the outcomes and related outputs of the APP.
- Targets changed as a result of the in-year budget adjustment process must be reflected in a re-tabled APP and Adjusted ENE. The adjustments budget occur six months into the financial year, thus in October, and provide for any adjustments to entity's budgets.

In cases where an APP is re-tabled in Parliament during the year, the entity must send a request to National Treasury to amend the APP on the performance information sheet. The request must be accompanied by

an approved and tabled revised APP, indicating specific amendments and proof of tabling the APP in Parliament.

When populating the amendments to the APP, the following should be considered:

- In the instance where an output indicator is amended, the previous version of the output indicator (as indicated in the originally tabled APP) must not be deleted from the performance information sheet. The amended output indicator must be captured in the performance information sheet with the related performance targets.
- In the instance where performance targets are amended, the previous version of the performance targets (based on the originally tabled APP) must not be deleted from the performance information sheet. The output indicator must be recaptured into the performance information sheet. The output indicator must be recaptured into the performance information sheet with the amended performance targets.

This will ensure that there is a record on the performance information sheet for all changes. It also allows entities to report on both the originally tabled APP and the re-tabled APP as per the Annual Report Guideline requirements.

9.3.6 Annual Operational Plan

An Annual Operational Plan (AOP) describes the activities and budgets for each of the outputs and output indicators in the APP. AOPs also include operational outputs which are not reflected in the APP.

Accountability Document	Nature of the Document	Scope of Document
Annual Operational Plan	<ul style="list-style-type: none"> • Public accountability document, submitted to the Department of Tourism at the beginning of each financial year • Approved by the Executive Authority, Accounting Authority, Accounting Officer, and each Programme Manager 	Annual organisational level document reflecting: <ul style="list-style-type: none"> • Organisational level APP outputs including any other outputs for the specific BU that are not included in the APP

The first draft of the AOP is developed as informed by the first and second phases of the planning process.

First Draft of the AOP		
Inputs required	Responsible Business Unit	Due date for submission of information
• Abbreviations and acronyms	SPEPM	31 October
Part 1: Our operations		
<ul style="list-style-type: none"> • Programme • Purpose • Sub-programme/s (if applicable) • Sub-programme/s purpose (if applicable) 	Executive Managers supported by Heads of BUs	31 October
Part 2: Activities, timeframes and budgets		
<ul style="list-style-type: none"> • Activities, timeframes and budgets <ul style="list-style-type: none"> ○ Output ○ Output Indicator 	Executive Managers supported by Heads of BUs	31 October

<ul style="list-style-type: none"> ○ Annual target ○ Quarterly target ○ Activities ○ Timeframe ○ Budget per activity ○ Dependencies 		
• Responsibility		
Producing the First Draft of the AOP		
• Collate information from the BUs as indicated above	SPEPM	First week of November
• Produce first draft	SPEPM	30 November
• Submit the first Draft to ExCo for review	SPEPM	30 November
Producing the Final Draft of the AOP		
• Incorporate changes from ExCo discussions	SPEPM	First week of December
• Preparation for and hosting of Budget Council	Finance All BUs	January - February
• Finalise AOP for approval	Executive Managers supported by Heads of BUs	March
• Submit final AOP to SPEPM obtain approval	Executive Managers supported by Heads of BUs	15 March
• Official sign-off of AOP after Budget Council	ExCo supported by SPEPM	31 March

9.3.6.1 Approval process for the Final Draft of the Annual Operational Plan

The second planning phase stretches from November to March. However, the final draft AOP, must be approved no later than 31st March annually. The table above outlines the steps and timelines in the approval process.

9.3.7 Divisional Operational Plans

Divisional operational planning is the mechanism by which institutions plan how they will carry out the activities in, and achieve the outputs of, the APP and the AOP, and is a crucial part of the institutional planning process. A Divisional Operational Plan (DOP) describes the activities and budgets for each of the outputs and output indicators in the APP and AOP. It also includes operational outputs not contained in the APP and AOP. DOPs are developed at the BU level and may be used as a management tool to inform performance agreements.

Accountability Document	Nature of the Document	Scope of Document
Rolling DOP	<ul style="list-style-type: none"> • Internal accountability document • Approved by ExCo 	Annual DOPs reflecting: <ul style="list-style-type: none"> • Management level APP & AOP outputs including any other outputs that the BU is responsible for, with activities, timeframes, activity costing, dependencies, divisional operational budget, divisional risks, and mitigations

Informed by the SP, APP, AOP, and budgets, approved by the Minister of Tourism, the DOPs are finalised by February and are presented to the Budget Council for approval of budget.

PART	DOP
1. Our operations	1. Divisional purpose and functions 2. Contribution to SA Tourism's Strategic Framework 3. Divisional situational analysis
2. Divisional Operational Plan	1. APP and AOP outputs and any other business unit-specific outputs <ul style="list-style-type: none"> a. Output indicator b. Annual target c. Quarterly target 2. Activities <ul style="list-style-type: none"> a. Timeframes b. Budget per activity c. Dependencies 3. Divisional operational budget 4. Divisional risks and mitigation

9.3.7.1 Approval of DOPs

All DOPs must be approved by no later than 31 March each year for implementation from 1 April. DOPs are internal documents that are not submitted to the Board or the Department of Tourism. Executive Managers, the CFO, Head: SPEPM and CEO will approve the DOPs.

10 REVIEW AND UPDATE

The SA Tourism Strategic Planning Framework will be reviewed and updated to reflect any changes in legislation or regulations, and/or in the entity's processes and systems, as and when required.

11 IMPLEMENTATION DATE

The SA Tourism Strategic Planning Framework will be implemented with effect from the date of approval.

