



SOUTH AFRICAN TOURISM

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**2020-2025 STRATEGIC PLAN
MID-TERM PROGRESS REPORT**

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Abbreviations and Acronyms

AAVEA	African Association of Visitors Experiences and Attractions
ACSA	Airports Company South Africa
ATM	Arabian Travel Market
ATTS	Africa's Travel and Tourism Summit
B-BBEE	Broad-based Black Economic Empowerment
BCM	Business Continuity Management
BQV	Basic Quality Verification
CEL	Central East Africa and Land
COVID-19	Coronavirus
EE	Employment Equity
EIR	Economic Impact Report
ELMA	Employee Lifecycle Management Application
EXCO	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation
GMF	Global Marketing Forum
IBTM	Institute of Business Travel Management
ICT	Information and Communication Technology

IGTM	International Golf Travel Market
IMEX	Worldwide Exhibition for Incentive Travel, Meetings and Events
IT	Information Technology
ITB	Internationale Tourismus-Borse
KRIs	Key Risk Indicators
MER	Minimum Entry Requirements
MICE	Meetings, Incentives, Conventions and Exhibitions
MOA	Memorandum of Agreement
MTSF	Medium-Term Strategic Framework
MPIF	Marketing Prioritisation and Investment Framework
NDP	The National Development Plan
NPS	Net Promoter Score
NTSS	National Tourism Sector Strategy
PAIA	Promotion of Access to Information Act
PCR	Polymerase Chain Reaction
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PTA	Provincial Tourism Authorities
SANCB	South African National Convention Bureau
SANRAL	South African National Road Agency
SMMEs	Small, Medium-sized and Micro-Enterprises

StatsSA	Statistics South Africa
TBCSA	Tourism Business Council of South Africa
TDM	Tourism Decision Metrics
TGCSA	Tourism Grading Council of South Africa
TGSP	Tourism Grading Support Programme
TIDS	Travel Industry Designator Service
TSA	Tourism Satellite Account
TSRP	Tourism Sector Recovery Plan
UAE	United Arab Emirates
UNWTO	United Nations World Tourism Organisation
WTTC	World Travel & Tourism Council
WTM	World Tourism Market
VTSDs	Villages, Towns and Small Dorpies

EXECUTIVE AUTHORITY STATEMENT

Since the COVID-19 pandemic two years ago, we strategically retreated due to global uncertainty, travel bans, and lockdowns. We are just now beginning to recover from the devastating consequences of the COVID-19 pandemic on the worldwide business and leisure travel sectors and the subsequent spike in unemployment. International visitor arrivals dropped by 73% in 2020, making it the lowest year on record for the industry.

As a nation, we have learned the true value of the tourism sector. The drastic decrease in the number of tourists and business delegates, making their way to South Africa due to COVID-19, has reinforced the importance of the tourism sector to the economy as well as the importance of the domestic and regional market. Now more than ever, as a nation, there is a shared responsibility to look after citizens and visitors alike.

It is now time for the country to reclaim its place as an attractive leisure and business tourism destination. I am encouraged by estimates from the United Nations World Tourism Organisation (UNWTO) that global tourism experienced a 4% upturn in 2021, compared to 2020.

Our team at South African Tourism has put in a lot of time and effort to rethink and plan for the future, using as its foundation, the Tourism Sector Recovery Plan that was officially published in 2021. The use of this plan and investment of time has been both fruitful and advantageous. We knew that in order to be a destination of choice in a future, where COVID-19 has transformed the world from pandemic mode into something that is manageable, we would need to provide more than a momentary rush of dopamine as we re-imagined and conceptualised what tourism would look like in such a world. With the start of the Global Tourism Brand Campaign, we are certain that the message of Destination South Africa will be conveyed to the rest of the world in a way that is bold, loud, and steadfast. For the past two years, South Africa has barely managed to stay alive as its government has severely limited its freedom of movement. To the rest of the world, now, this nation is the epitome of the phrase "Live Again".

The travel bans and restrictions imposed on Southern African countries like ours, over the last few months, by countries of the global north, exerted an objectively measurable price on our countries' economies. With an unshakable conviction, we are determined to climb back to the peaks we have previously reached with tourism in our country. The goal is simple, albeit daunting under the circumstances, to restore the tourism sector to its pre-COVID-19 pinnacle and take it even higher.

The Global Advocacy Programme was developed by South African Tourism, with the support from the broader tourism sector, with the clear strategic goal of reducing obstacles and building a good narrative about South Africa, as the globe increasingly relaxes travel restrictions and lowers travel bans. Our efforts in this area will be ramped up significantly in the coming period. This is our promise and our action to contribute towards fixing the challenges that keep South Africans from seeing their own country and, by extension, keep international visitors from making South Africa their top travel destination.

Each of us has a role to play in reviving Africa's tourism sector and strengthening the continent's economy. Intra-African tourism has a lot of potential for expansion if commercial connections across the continent are simplified. To that end, we have been hard at work planning a series of future events that will highlight South Africa's status as the MICE industry's premier global destination (meetings, incentives, conventions, and exhibitions). The National Convention Bureau will continue to seek out and promote the country as a possible host for international conventions, trade exhibitions, and other events, in an effort to grow the business tourism industry. I am pleased that in the coming fiscal year, our major expos, including Meetings Africa and Africa's Travel Indaba, will once again be held in physical form. This is encouraging news for the tourism industry, which has been showing indications of steady growth recently.

As our airline partners have resumed flights to South Africa, we are witnessing further evidence of market resurgence and confidence. After the devastating effects of the COVID-19 pandemic, South Africa needs reliable air travel options more than ever before. Our airline partners' reinstatement of service to South Africa is a big enabler since it means we can once again link those flying to the continent with those already there.

Please accept my heartfelt appreciation for the leadership and oversight provided by the South African Tourism Board. Additionally, the whole South African Tourism team, including the Executive Management team, for their unflinching dedication to the task at hand. I would also like to thank everyone involved in the tourism sector for their dedication and commitment to working together, and to share their hope that the industry will soon be fully recovered.

Honourable Lindiwe Sisulu, MP

Minister of Tourism

ACCOUNTING AUTHORITY STATEMENT

The worldwide tourism industry faced significant difficulties since the start of the financial year 2020/2021 and continued into 2021/22 fiscal year as the COVID-19 pandemic lingered. In order to limit the spread of the virus, while keeping the economy functioning as normally as possible, our country went through a series of lockdown periods. As South African Tourism pushed on with the Tourism Sector Recovery Plan (TSRP) in the new year of 2021, optimism was high. Markets began to show indications of revival as important source markets began to open up to South Africa. Similarly, flights to South Africa were restored by some of our airline partners.

The globe then reinstated limitations towards the end of the year out of concern of the Omicron strain, whose discovery was initially revealed by a South African scientist but was later found in other regions of the world as well. Numerous international flights to our country were cancelled by major airlines.

There has been a gradual thawing of tensions between South Africa and its major source markets, encouraging investors to take the country more seriously again. Flights to South Africa on some partner carriers have also been restored. Although South Africa maintained an open-door policy, the number of visitors who visited the country between January and October 2021 was just 1.7 million, down from 2.5 million in the same period in 2020. About 85 percent, or 1.5 million, of these arrivals, were from the continent. The vast majority of South Africa's tourists in 2021 were from other African countries, most of whom travelled by land. Approximately 48.6 million individuals travelled throughout South Africa between January 2021 and September 2021. There is a decrease of 40.5% if we look back to the same period in 2020.

Tourism Decision Metrics (TDM), the forecasting tool developed by Oxford Economics and used by South African Tourism, previously estimated that South Africa would attract 16.5 million arrivals by 2030, or 0.74% of the global market share if the status quo remains the same. This was prior to the COVID-19 pandemic, which has significantly affected this projection. The revised post-COVID-19 projections now stand at 14.8 million arrivals by 2030. A new growth approach must be deployed to achieve any additional tourist arrivals beyond those reflected by the projection.

Guided by this projection, South African tourism is dedicated to a two-pronged strategy using the learnings from the last two and a half years. The first element of the strategy is to enhance the destination brand and ensure that South Africa is once again a top-of-mind destination for leisure tourists and business travellers alike, so that we are able to significantly contribute to the 21 million arrivals by 2030. Secondly, the South African Tourism corporate brand must be enhanced and elevated to champion the digital outlook for the sector and to drive research, analytics, and insights for the sector, locally, regionally and internationally.

Some of the key interventions that SA Tourism will prioritise in the remaining five-year term of government include the development and execution of a transformation programme to mainstream small businesses, women, youth and people with disabilities into the tourism economy, driving destination exceptionalism through an amplified marketing and branding strategy, greater collaboration with public and private sector to drive tourism recovery, and improving our internal control and compliance in order to achieve a clean audit outcome.

We are looking ahead and will not abandon our efforts to restore demand from Africa and other crucial source markets and boost domestic tourism. Since removing prevailing travel barriers is crucial to rejuvenating the industry, we will continue to collaborate with our public and private sector partners to reduce, and where possible, remove the barriers to travel.

Thanks to the success of the global vaccination campaign, the tourism industry is seeing a glimmer of hope, in all parts of the world. Although interest in international vacations remains modest, it has recently shown signs of improvement as more and more people again become accustomed to the concept of going abroad. Moving forward, South African Tourism will strengthen its communication around a safe traveller experience in South Africa. In this regard, we must demonstrate to all our visitors that South Africa is a safe destination at all touch points of the tourism value chain.

To guarantee that South Africa has a continuous pipeline of bids, the South African National Convention Bureau (SANCB) will aggressively attempt to build leads for future business events. Improved business development support is a critical strategy for keeping South Africa at the top of the list as a globally competitive business events destination, particularly in Africa and the Middle East.

South African Tourism is anticipating a productive period ahead. The Board of South African Tourism affirms its dedication to sound corporate governance and the provision of strategic oversight and leadership to this important public entity. Our efforts to revive the tourism industry are bolstered by the Minister of Tourism and the Portfolio Committee on Tourism.

Dr. Nondumiso Maphazi

Chairperson of the Board

South African Tourism

ACCOUNTING OFFICER STATEMENT

The global tourism industry has been severely affected by the COVID-19 pandemic and will continue to feel the effects for the foreseeable future. In the latter part of 2021, we witnessed an uptick in international travel, which is positive even if recovery is still weak. The number of foreign tourists (overnight visitors) rose 58% from July to September 2021 compared to the corresponding period in 2020, as reported by the UNWTO) World Tourism Barometer. Yet, this is still 64% below 2019 levels.

To prepare for what will surely be a challenging period ahead, South African Tourism will constantly examine and re-evaluate its primary areas of emphasis as we recover from the effects of the pandemic and strive for recovery of the sector.

In 2020, in partnership with the greater tourism sector, South African Tourism began to develop the Tourism Sector Recovery Plan (TSRP) to prepare for the post-COVID-19 era. The plan was approved by the Cabinet and launched by the Minister of Tourism in April 2021. Our current plans were developed by examining several international trends and responses to the COVID-19 pandemic. Of course, we recognise the pandemic's unpredictability, especially given the constant appearance of new varieties in different parts of the world. In the current fiscal year, we will continue in the spirit of a coordinated response in collaboration with the South African tourism industry as we, together, look to attract more leisure tourists and business events delegates to our shores.

We have always maintained that following the COVID-19 outbreak, domestic travel was likely to recover first, with travellers choosing to first travel locally, before hopping on a flight to a long-haul international destination. This still holds true, meaning that there is now an even greater need to focus on encouraging South Africans to travel around their country. The importance of domestic tourism in supporting tourism recovery in the medium term is also reflected in Oxford Economics' forecasts of spend contributions. These predict that domestic and regional markets will contribute 86% of South African tourism spend in 2021 and 82% in 2022.

Domestic consumers are looking for affordable travel rates, and information on where to go and what to do. South African Tourism has responded accordingly, with targeted deal-driven domestic campaigns, which has yielded positive results. Unfortunately, the COVID-19 pandemic came at a time when South Africa is still having to deal with other barriers, such as a perceived lack of safety and security, lack of value for money, and a low brand appeal. As we implement our plans in the current fiscal year, South African Tourism will intensify its efforts on servicing and growing domestic, regional, and international leisure tourism in order to drive recovery of the tourism sector in the near to medium term.

From a business events perspective, we know that COVID-19 had brought restrictions on the number of people that can gather in one place. However, with the gradual relaxation of lockdown regulations, our business events sector has made significant strides with the resumption of hosting physical events, albeit in a limited capacity. South African Tourism successfully hosted Africa's Travel Indaba and preparations are underway to host Meetings Africa. As South African Tourism charges forward with its commitment to the recovery of the tourism sector, the return of these shows will promote, and market the country's business events hosting capability and showcase destination South Africa's leisure tourism products and experiences. The hosting of these events will contribute to the country's economy, as delegates from various parts of the world will attend these trade shows.

Going forward, we must reposition destination South Africa domestically, regionally and internationally. Therefore, the Integrated Brand and Marketing Strategy is currently under development and will lead our marketing efforts in all our source markets.

South African Tourism still believes that its vision to position South Africa as an exceptional tourist and business events destination is realistic and achievable. The staff and executive team of South African Tourism remain committed to serving destination South Africa to its best abilities.

Mr. Johannes Rantete

Acting Chief Executive Officer

South African Tourism

PART A: The South African Tourism Mandate

Constitutional Mandate

At the apex of the legislative mandate guiding the work of South African Tourism (SA Tourism) is the Constitution of the Republic of South Africa, Act 108 of 1996, as the supreme law of the Republic of South Africa.

The following sections of the constitution are particularly relevant to South African Tourism:

- Chapter 3 of the constitution pertaining to co-operative government, assigning functions to the three spheres of government
- Part A of schedule 4 of the Constitution, lists tourism as a functional area of concurrent national and provincial legislative competence
- Schedule 4 and 5 of section 41(1) define the relationship and principles informing cooperation between the various spheres of government.

Legislative Mandate

The South African Tourism Board is a Schedule 3A public entity established in terms of section 9 of the Tourism Act, Act 3 of 2014.

Chapter 3 of the Tourism Act (Act 3 of 2014), provides the following functions of the South African Tourism Board:

- The minister must establish a national tourism information and monitoring system for collecting, recording, managing, analysing, and disseminating information and data on tourism; monitoring developments and trends in tourism; and establish and maintain a database of information on tourism businesses
- Market South Africa as a domestic and international tourist destination
- Market South African tourism products and facilities internationally and domestically

- Develop and implement a marketing strategy for tourism that promotes the objectives of the Act, and the National Tourism Sector Strategy (NTSS)
- Advise the Minister on any other matter relating to tourism marketing
- With the approval of the Minister, establish a National Convention Bureau to market South Africa as a destination for business events by: (a) coordinating bidding for international conventions; (b) liaising with other organs of state and suitable bodies to promote South Africa as a destination for business events; and (c) Report to the Minister on the work performed on the National Convention Bureau
- Implement tourism policy directives
- Develop a national grading system for tourism with a view to maintaining or enhancing the standards and quality of tourism services, facilities and products
- Excellence in the provisioning of tourism services, facilities, and products
- Classify tourism services, facilities, and products into different classes on the ground of, among others, their nature, extent, variety, availability and quality
- Acquisition, continuation, and termination of membership of the scheme
- Use and display of insignia, which may include a depiction of a star

Policy Mandate

The following policies provide direction to the work of SA Tourism:

- **The White Paper on the Development and Promotion of Tourism in South Africa, 1996**

The White Paper provides a framework and guidance for tourism development and promotion in South Africa.

- **National Development Plan 2030**

The National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity, and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the

main drivers of employment and economic growth.

- **National Tourism Sector Strategy 2016-2026**

The vision of the NTSS 2016-2026 is a rapidly and inclusively growing tourism economy that leverages South Africa's competitive edge in nature, culture and heritage, underpinned by Ubuntu, and supported by innovation and service excellence. The NTSS outlines five key pillars for the strategy to 2026, namely:

- **Pillar One Effective Marketing:** A coherent approach to promote South Africa to become a top-of-mind destination and an improved conversion rate
- **Pillar Two Facilitate Ease of Access:** Seamless travel facilitation and access to participate in tourism
- **Pillar Three The Visitor Experience:** Provide quality visitor experiences for tourism (both domestic and international) to achieve customer satisfaction and inspire repeat visitation
- **Pillar Four Destination Management:** Provide for sustainable development and management of the tourism sector
- **Pillar Five Broad Based Benefits:** Promote the empowerment of previously marginalised enterprises and rural communities to ensure inclusive growth of the sector

- **Medium- Term Strategic Framework (MTSF) 2019-2024**

South African Tourism will contribute to three of the seven priorities derived from the Electoral mandate:

- A capable, ethical, and developmental state
- Economic transformation and job creation. The cross-cutting focus areas included in this priority are women, youth, and people with disabilities
- A better Africa and world

- **Economic Reconstruction and Recovery Plan**

The Economic Reconstruction and Recovery Plan (ERRP) was published in late 2020, as the country's plan for overall economic recovery after the COVID-19 pandemic. The ERRP identifies the following eight priority interventions to drive the reconstruction and recovery of the South African economy. In addition to tourism being identified as one of the priority areas of intervention in the ERRP, the tourism sector has a contribution to make to a few other priorities of the ERRP.

- **Tourism Sector Recovery Plan**

The TSRP was developed as a collaborative and iterative effort by key stakeholders in the tourism value chain, to drive recovery of the sector, in light of the COVID-19 pandemic. The plan acknowledges the need for targeted and coordinated action to mitigate the impact of the pandemic and to set the sector on the most optimal path to recovery, transformation, and long-term sustainability. The TSRP is anchored on three interlinked pillars or strategic themes with SA Tourism driving two of the strategic interventions, namely stimulating domestic demand through targeted initiatives and campaigns, and executing a global marketing programme to reignite international demand.

Institutional Policies and Strategies

In 2016/17, in partnership with the tourism industry, South African Tourism developed a Marketing Prioritisation and Investment Framework (MPIF) that focused on identifying markets, optimising marketing investments across the identified target markets, and distributing resources to help meet the set objectives.

Every three to five years, South African Tourism reviews the portfolio of markets. In early 2020, South African Tourism initiated a revision of the MPIF, using 2019 as the base year to review the portfolio. The framework made use of 33 variables related to performance, outlook, South Africa's ability to win in the market, return on past investments, and other criteria.

In total, 24 markets were identified for prioritisation and were segmented into 16 "growth" and 8 "defend" markets, with an additional set of markets earmarked as "watchlist". The 24 prioritised markets accounted for 92% of all international trips in 2019.

Figure 1: Priority source markets identified to grow tourism into South Africa, 2020 - 2025



PART B: The South African Tourism Strategic Focus

Vision

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

Mission

In achieving its vision, South African Tourism defines its mission as: Marketing South Africa both internationally and domestically to increase the volume of tourists and the value they add to the economy, by:

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

Values

In working towards the achievement of its vision and mission, South African Tourism subscribes to the following organisational values, which are in line with the Batho Pele principles:

Table 1: South African Tourism Values

Value	Description - What it means in practice
Integrity	We do things consistently, ethically, and honestly regardless of the circumstances.
Respect	We treat everyone with utmost dignity, inclusiveness, openness, tolerance, and a sense of appreciation of diversity.
Authentic / Caring	We show and act with genuine care to each other, customers, shareholder, partners, suppliers and the business.
Responsibility	We take personal accountability for delivering work that exceeds customers' and stakeholders' expectations.

Excellence	We take pride in and commit to always meeting and exceeding our customers' and stakeholders' expectations with outstanding quality.
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PART C: Measuring South African Tourism's Performance

Impact Statement

1.1. Overview of the Impact Statement

Informed by the legislative and policy mandates and the MTSF, the Five-Year Strategic Plan 2020-2025 presents SA Tourism's impact statement as:

Tourism in South Africa grows and increasingly contributes to Gross Domestic Product (GDP), job creation, inclusive economic participation and is enjoyed by all South Africans¹.

1.2. Progress made towards the achievement of the Impact Statement

1.2.1. Gross Domestic Product

The global spread of COVID-19 has caused a humanitarian, economic, and societal disaster, unprecedented in modern history. As a result of the worldwide lockdown and increased restrictions on travel, the tourism industry has been one of the hardest hit economic sectors.

According to the World Travel & Tourism Council (WTTC), travel and tourism contributed 3.1% to the GDP of South Africa in 2020. The share declined notably from 6.4% in 2019, reflecting the

¹ South African Tourism Five-Year Strategic Plan 2020-21 to 2024-25

² <https://wttc.org/Portals/0/Documents/Reports/2022/EIR2022-Global%20Trends.pdf>

impact of the COVID-19 pandemic on the sector. However, tourism activities and their associated tourism expenditure directly contributed R405 billion to the national economy in 2019.²

According to the WTTC latest Economic Impact Report (EIR) the tourism industry's GDP is expected to grow 20,5% to US\$144 billion by the end of 2022, amounting to 5,1% of the total economic GDP, while employment in the sector is set to grow by 3,1% this year (2022) to reach nearly 22 million jobs. The sector's GDP is forecast to grow at an average rate of 6,8% annually between 2022 and 2032 which is more than twice the 3,3% growth rate of the overall economy, to reach nearly 7,2% of the total economy.

The tourism sector has demonstrated incredible resilience with a gradual return to the economic impact generated by the sector pre-pandemic. The African travel and tourism sector is therefore expected to create almost 14 million new jobs over the next decade.

Some of the challenges that are critical to success are influenced by:

- The degree of uncertainty regarding arrival protocols in the country. The Polymerase Chain Reaction (PCR) testing requirements need to be removed so that there is harmonisation of travel protocols in South Africa and the SADC region.
- Aviation challenges in relation to airlift capacity and the price of jet fuel which has averaged \$143 per barrel so far this year. Airlines will spend \$133 billion more on fuel in 2022 compared to the previous year.
- The air licensing backlog must be prioritised as it is a limitation to expanding airlift.
- Domestic Meetings, Incentives, Conferences and Exhibitions (MICE) and sports tourism restrictions should be lifted. The MICE industry should be allowed to operate at a higher floor capacity per venue and spectators should be allowed at stadiums to support tourism recovery.

- The conflict in Ukraine, the worldwide recession, and the devaluation of the South African rand, are significant developments that adversely impact the ability to deliver on the recovery of the sector and the organisation's ability to deliver on its impact statement.

1.2.2. Job Creation

Travel and tourism in South Africa contributed 1.5 million jobs and R425.8 billion to the economy in 2018, representing 8.6% of all economic activity in the country and making South Africa the largest tourism economy in Africa. Travel and tourism is an important driver for job creation across the world as globally, 1 in 10 jobs (334 million jobs) were created in the industry in 2019.

According to the WTTC, travel and tourism generated 478,900 direct jobs in 2020 (3.2% of total employment). This is arguably a 32.4% drop in total employment of travel and tourism in South Africa. Direct jobs include employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes activities of hospitality, restaurants and leisure industries directly supported by tourism³. The biggest contributor to direct employment was road passenger transport, accounting for almost a third of all jobs within the sector. Road passenger transport mainly includes activities related to taxis and buses that ferry domestic and non-resident visitors along and across the length and breadth of the country.

As a result of the spread of COVID-19, the tourism industry lost 470 000 jobs, and in February 2022, only 37% of workers were paid in full.

1.2.3. Inclusive Economic Participation

The tourism industry generates significant economic activity, particularly for Small, Medium-sized and Micro-Enterprises (SMMEs) as well as employment for low- and semi-skilled workers in rural and remote areas with the greatest need. The sector also offers many SMME opportunities, from vehicle manufacturing for the car-rental industry to textile manufacturers producing the linen that may be purchased by accommodation providers and restaurants.

SA Tourism has undertaken, and continues to undertake, a number of interventions to contribute to inclusive economic participation, as demonstrated by the entity's plan to support 1096 SMMEs cumulatively by March 2025. This support will assist SMMEs gain market access by participating at trade platforms in which South African Tourism participates and to be included in hosting itineraries. This aims to ensure that SMMEs gain exposure to local and international tour operators to facilitate inclusive growth for the sector.

Market Access for SMMEs

The five-year target was to support 207 SMMEs, which was revised to 1096 during the FY21/22 planning cycle. In the absence of traditional international trade shows due to restrictions imposed by the lockdown period, various virtual trade shows were availed for SMMEs, resulting in exposure to international platforms. During the reporting period 374 SMMEs were provided with support through physical and virtual participation in tradeshow.

The organisation continues to aid both international and domestic trade in promoting and selling the South African tourism experience, attractions, and accommodation. As a result, SA Tourism continues to look into the country for new offerings, products, and operators to package in exciting itineraries. To ensure we are true to our inclusive growth endeavours, itineraries incorporate emerging businesses and transformation representation to encourage geographic spread across the country and address the misperceptions associated with seasonal travel.

The Sustainability Village is a concept that South African Tourism has adopted as the activation of the SMME idea around every activation programme locally and internationally. Unique art, crafts, clothing, and food providers from the area were invited to create a shopping environment around the SMME activation area in order to help them drive sales and promote their products and brands – market access. The Sustainability Village has formed part of a number of initiatives in the reporting period, including the Summer Campaign executed in December 2020, Africa's Travel and Tourism Summit (ATTS) in September 2021, Meetings Africa in February 2022 and Africa's Travel Indaba in May 2022.

Basic Quality Verification Programme

The quality assurance function within SA Tourism, in the period under review, focused its attention on assisting new entrants to become sustainable by supporting emerging participants in their quality assurance journey.

The Tourism Grading Council of South Africa (TGCSA), in partnership with the Department of Tourism (DT) signed a Memorandum of Agreement under the Tourism Grading Support Programme, to advance the objectives of the TGSP through the Basic Quality Verification (BQV) project. The BQV programme was piloted from 01 October 2020 – 31 October 2021 in the Eastern Cape. It provided a structured development programme to enable tourism products that do not meet minimum entry requirements (MER) of grading, to access trade with the support of the tourism sector and provided access to funding opportunities to develop their offering to meet MER for formal grading over time. The programme will act as a starting point for the formalization of homestays and villages, townships and small dorpiess (VTSD) product in South Africa and the project will create a lead pool for TGCSA to grow its membership base.

The Eastern Cape pilot programme verified 185 properties utilizing the BQV criteria, of the 185 products, 71 met the criteria requirements and were deemed successful, 24 received an unsure outcome as these properties met some of the criteria requirements but lacked in some while 90 were verified under BQV. Comfort Zone was previously approved under the BQV and was qualified under the bed and breakfast category in February 2022 as a 3-star under formal grading.

SA Tourism conducted an evaluation on the BQV programme in 2021/22, the evaluation concluded that the BQV Programme had a positive impact on accommodation establishments and the tourism sector. Furthermore, it recommended that the programme continue as it will improve the quality of South Africa's accommodation offerings and in return generate more income, create more jobs and grow the economy. The evaluation further identified the BQV programme addresses the following: lack of transformation, poor linkages of businesses in VTSDs to the mainstream tourism economy. The programme successfully addressed the following, lack of knowledge of the TCGSA's grading requirements, lack of marketing skills among SMME owners in VTSDs and lack of basic business management skills.

The BQV project will be rolled out as part of the 2022/2023 Annual Operational Plan.

National Association Project

A key initiative undertaken during the FY20/21 is the expansion of the business events sector across the country through the National Association Project. The purpose of this initiative is to generate leads for potential association meetings that South Africa may host. South African Tourism endeavours to inspire regional organisations to:

- Rotate their national meetings and conferences across South Africa – spreading the economic impact of local meetings and conferences to VTSDs
- Create bidding opportunities for VTSDs with the assistance of the provincial and city convention bureaus
- Assist VTSDs across South Africa to develop their meeting and conferencing infrastructure by bidding for National Association meetings and conferences
- Promote tourism experiences (pre- and post-tour packages for delegates and accompanying persons programme) in VTSDs that can be marketed to delegates by local SMMEs, contributing to domestic tourism
- Incentivise the procurement of conferencing goods and services from local service providers in VTSDs
- Create opportunities for communities based in VTSD to attend and participate in National Association meetings and conferences as delegates to export earnings for South Africa

The 27 VTSDs selected for the project were as a result of bids submitted for hosting rights. In the 2021/22 financial year, South African Tourism implemented its National Association Project by hosting three conferences in VTSDs across South Africa. The events were held in Gariep Dam in the Free State, Phokeng in the North West and Upington in the Western Cape. The VTSDs presented their offerings, including their local SMME service providers, to the associations. South African Tourism equipped the VTSDs and provinces to package their infrastructure and offerings and to present it as a competitive bid to the association. For the first two quarters of the FY22/23, three national business events have been hosted in Grabouw and George in the Western Cape, and Tzaneen in Limpopo.

Speed Marketing

Speed marketing provides a platform for products in provinces to market themselves with the aim of building new relationships with the hosted tour operators, which assists with product packaging and sales. Once tour operators are exposed to new products, they will be able to package and build itineraries more effectively. This has an arrivals and revenue impact both domestically and internationally. Due to COVID-19, the provincial speed marketing sessions could not take place, thus virtual speed marketing sessions were held as an alternative. Virtual speed marketing sessions focused on products in villages, townships and small dorpiess to provide exposure to less frequently visited areas and to promote hidden gems.

SA Tourism hosted Africa's Travel Indaba Speed Marketing workshops, where products allowed unity to pitch their offerings to potential buyers. The purpose of the Speed Marketing workshops is to create a platform where international hosted buyers and media can engage and view presentations by the South African Product Owners. The buyers then establish new relationships, maintain the existing ones, and possibly sign agreements on future business. The involvement of media is to have content creation which is another tool of the form of marketing. The sessions were well attended with over 450 attendees over 3 days.

Furthermore Kwa-Zulu Natal and Tsitsikama provincial speed marketing sessions were held in August and September 2022 respectively with up to 80 attendees.

Quality Assurance Workshops

The visitor experience team for the 1st quarter continued to conduct Quality Assurance workshops in the Western Cape and North West and for the 2nd quarter continued to conduct Quality Assurance workshops in the Northern Cape and KwaZulu-Natal.

The workshops are in partnership with the local and provincial tourism government entities to ensure the support and attendance of the workshop. The aim of the workshop was to create awareness of the importance of Quality Assurance in the promotion of recovery and the development of the tourism sector. The programme included partners from the Department of Tourism and Jurni, the agenda for each of the sessions was as follows:

- How to grade – the importance of grading, process, and benefits

- Speed Marketing – marketing opportunities provided through the Speed Marketing
- Universal Accessibility Awareness – encouraging more establishments to be universally accessible.
- Illegal Advertising – the process of how to pen complaints for graded and non-graded properties
- Welcome and Trade Capacitation Programme – enhance the tourist experience at Accommodation Establishments
- Jurni - centralised tourism data
- Domestic Campaign – process for properties to participate on Domestic Sho'tleft Campaigns

The sessions were held in May – August 2022 and hosted over 277 attendees.

Enterprise and Supplier Development

In relation to enterprise and supplier development, SA Tourism set specific targets for procurement from targeted groups and supported spend on suppliers with B-BBEE contributor status levels 1-5; SMMEs, women-owned enterprises, youth-owned enterprises and enterprises owned by people with disabilities. In the FY20/21 and FY21/22, the set targets for spend on these designated groups were achieved.

SA Tourism will continue to work closely with the Department of Tourism to support SMMEs and the transformation of the tourism sector. For the remaining five-year period, South African Tourism will amplify its efforts to support the tourism sector's contribution to GDP, job creation, inclusive economic participation, as it is clear that the effects of COVID-19 are long-standing and the sector, including SMMEs, will take time to recover.

Progress on the Achievement of Outcomes

2.1. Table of Outcomes, Indicators and Targets

Table 2: Outcomes, Indicators and Targets

APPROVED FIVE-YEAR STRATEGIC PLAN 2020 - 2025			AMENDMENT AS PER FY21/22 ANNUAL PERFORMANCE PLAN			NOTE ON AMENDMENT	ACTUAL ACHIEVEMENT as at 30 SEPTEMBER 2022	DATA SOURCES	IMPROVEMENTS REQUIRED FOR REMAINDER OF PLANNING PERIOD
Outcome Indicator	2018/19 Baseline	2024/2025 Target	Outcome Indicator	2019/20 Baseline	2024/2025 Target				
OUTCOME 1: Increase the tourism sector's contribution to inclusive economic growth									
Brand strength index	41.0	44.7	This indicator was removed from the Five-Year Strategic Plan and moved to the APP.			Outcome and outcome indicator removed.	FY20/21: Not conducted due to ban on travel.	South African Tourism Leisure Brand Tracker Survey	SA Tourism will explore different methodologies and the automation of the survey. In driving the destination brand, a proposal will be made to establish a formal mechanism with key government departments to deal with barriers to travel, particularly safety and security and airlift. Destination messaging will be a priority focus which will be delivered through the messaging framework currently being developed. A relationship with Brand SA must be developed to drive coordinated country brand messaging.
							FY21/22: Not conducted due to limited travel.		
							FY22/23: Data collection for the study is currently underway.		
Percentage increase in international tourist arrivals	10.4 million	Increase international tourist arrival with 6% annually by 2024 (14.8 million)	Progress towards doubling international tourist arrivals to 21 million by 2030 (SONA 2019)	10.0 million	Increase international tourist arrivals with 6% annually by 2024 (10.3 million by 2024/25)	Indicator and target revised to track broader progress towards SONA 2030 target of 21 million arrivals.	FY20/21: 760 080 FY21/22: 2 916 320 FY22/23: April - September: 2 841 046	Statistics South Africa (Stats SA) statistical release P0351: Tourism & Migration	The elevation and enhancement of demand creation will be a key focus area. This includes the implementation of the Integrated Brand & Marketing Strategy and the Global Brand Campaign. The key factor in finalising this strategy will be building the destination brand from the perspective of our source markets. Driving the recovery of the sector is critical to meet the 2030 target of 21 million arrivals. A central repository to capture real-time data and proactively work with

2020-2025 STRATEGIC PLAN MID-TERM PROGRESS REPORT

APPROVED FIVE-YEAR STRATEGIC PLAN 2020 - 2025			AMENDMENT AS PER FY21/22 ANNUAL PERFORMANCE PLAN			NOTE ON AMENDMENT	ACTUAL ACHIEVEMENT as at 30 SEPTEMBER 2022	DATA SOURCES	IMPROVEMENTS REQUIRED FOR REMAINDER OF PLANNING PERIOD
Outcome Indicator	2018/19 Baseline	2024/2025 Target	Outcome Indicator	2019/20 Baseline	2024/2025 Target				
									different organisations to source data will be a focus area.
Percentage increase in the value of international tourist spend	R87.4 billion	Increase the value of international tourist arrivals with 4% each year. (R128.6 billion)	Increase in the value of international tourist spend	R75.0 billion	R90.7bn	Indicator and target revised downward due to the impact of COVID-19.	FY20/21: R7.4 billion FY21/22: R26.7 billion FY22/23: April - September: R26.6 billion	South African Tourism Departure Survey	The Integrated Brand and Marketing Strategy will be premised on SA exceptionalism in relation to its people, its places, and its ways with an in-depth analysis of source markets and segments for a more personalised tourism offering.
Increase in the number of domestic holiday trips	3.0 million	8.3 million	Increase in the number of domestic holiday trips	7.3 million	7.1 million	Target revised downward due to the impact of COVID-19.	FY20/21: 3 070 698 FY21/22: 4 622 661 FY22/23: April - September: 4 276 728	South African Tourism Domestic Tourism Survey	Additional investment will be injected into the domestic tourism area of work in order to increase domestic tourism. A concerted effort will be placed on air access for more affordable travel and managing barriers.
Increase in the value of domestic holiday direct spend	R10.1 billion	R19.5 billion	Increase in the value of domestic holiday direct spend	R18.8 billion	R17.3bn	The target was revised downward due to the impact of COVID-19.	FY20/21: R12 783 133 720 FY21/22: R25 786 788 569 FY22/23: April - September: R20 614 543 972	South African Tourism Domestic Tourism Survey	
Percentage growth in tourism's direct contribution to the GDP	4.53% growth in tourism's direct contribution to the GDP in 2019	3.23% growth in tourism's direct contribution to the GDP per annum by 2024	This indicator was removed from the Five-Year Strategic Plan as it is beyond the control of SA Tourism.			Outcome and outcome indicator removed.	FY20/21: Tourism Satellite Account, managed by Statistics South Africa, has not provided updated	Statistics South Africa Tourism Satellite Account for South Africa	SA Tourism will continue tracking progress against these outcome indicators given its importance in demonstrating the impact of tourism on the country's economic growth.

APPROVED FIVE-YEAR STRATEGIC PLAN 2020 - 2025			AMENDMENT AS PER FY21/22 ANNUAL PERFORMANCE PLAN			NOTE ON AMENDMENT	ACTUAL ACHIEVEMENT as at 30 SEPTEMBER 2022	DATA SOURCES	IMPROVEMENTS REQUIRED FOR REMAINDER OF PLANNING PERIOD
Outcome Indicator	2018/19 Baseline	2024/2025 Target	Outcome Indicator	2019/20 Baseline	2024/2025 Target				
							information on this indicator, since 2019. FY21/22: As above FY22/23: As above		
Percentage increase in tourism's direct contribution to employment	3.19% tourism's direct employment increase in 2019	Tourism's direct employment increase by a rate of 2.67% per annum by 2024	This indicator was removed from the Five-Year Strategic Plan as it is beyond the control of SA Tourism.			Outcome and outcome indicator removed.	FY20/21: Tourism Satellite Account, managed by Statistics South Africa, has not provided updated information on this indicator, since 2019. FY21/22: As above FY22/23: As above	Statistics South Africa Tourism Satellite Account for South Africa	
Seasonality of international tourist arrivals	1.36%	1.29%	Seasonality of international tourist arrivals	1.4%	1.3%	No amendment.	FY20/21: Due to COVID-19, and impact on international travel, this indicator could not be measured. FY21/22: 0.01 FY22/23: April - September: 0.03. The annual seasonality will	Statistics South Africa (Stats SA) statistical release P0351: Tourism & Migration	The continued implementation of initiatives, with a possibility of increased investment, to drive seasonality.

2020-2025 STRATEGIC PLAN MID-TERM PROGRESS REPORT

APPROVED FIVE-YEAR STRATEGIC PLAN 2020 - 2025			AMENDMENT AS PER FY21/22 ANNUAL PERFORMANCE PLAN			NOTE ON AMENDMENT	ACTUAL ACHIEVEMENT as at 30 SEPTEMBER 2022	DATA SOURCES	IMPROVEMENTS REQUIRED FOR REMAINDER OF PLANNING PERIOD
Outcome Indicator	2018/19 Baseline	2024/2025 Target	Outcome Indicator	2019/20 Baseline	2024/2025 Target				
							be provided in April 2023.		
Number of SMMEs supported	207	225	Number of SMME businesses supported	182	1096 (cumulative 2020/21- 2024/25)	Clarified contribution by two Programmes (4+5) – to aid clear monitoring and reporting. Target revised upward due to the impact of COVID-19.	FY20/21: 47	South African Tourism list of SMMEs that attended tradeshows platforms and list of SMMEs used in hosting itineraries	The initiatives underway need to be amplified to ensure that the five-year target is achieved. SA Tourism will develop a more inclusive transformation programme with a particular focus on youth, women, and people with disabilities. A key aspect of this programme will be job creation. The current deals dashboard will be enhanced in an effort to promote sales.
							FY21/22: 228		
							FY22/23: 99		
Geographic spread of international tourist arrivals	20%	25%	Geographic spread of international tourist arrivals	20%	20%	Target revised downward due to the impact of COVID-19.	FY20/21: 12.1%	South African Tourism Departure Survey	The continued implementation of initiatives, with a possibility of increased investment, to drive geographic spread.
							FY21/22: 11.5%		
							FY22/23: April - September: 14.8% The annual seasonality will be provided in April 2023.		
Geographic spread of domestic tourist arrivals	8.4%	15%	Geographic spread of domestic tourist arrivals	8%	8%	Target was revised downward due to the impact of COVID-19.	FY20/21: 4%	South African Tourism Domestic Tourism Survey	The continued implementation of initiatives and better collaboration with PTAs and cities, with a possibility of increased investment, to drive geographic spread. In this regard, a supply side audit will be undertaken to understand our country's supply side and determine its correlation to consumer needs.
							FY21/22: 2.6%		
							FY22/23: April - September: 2.2% The annual seasonality will be provided in April 2023.		
	207	270		230			FY20/21: 0		

APPROVED FIVE-YEAR STRATEGIC PLAN 2020 - 2025			AMENDMENT AS PER FY21/22 ANNUAL PERFORMANCE PLAN			NOTE ON AMENDMENT	ACTUAL ACHIEVEMENT as at 30 SEPTEMBER 2022	DATA SOURCES	IMPROVEMENTS REQUIRED FOR REMAINDER OF PLANNING PERIOD
Outcome Indicator	2018/19 Baseline	2024/2025 Target	Outcome Indicator	2019/20 Baseline	2024/2025 Target				
Total number of international business events hosted			Number of international business events hosted		111 (cumulative 2020/21-2024/25)	Target revised downward due to the impact of COVID-19.	FY21/22: 6 FY22/23: None to date	International Congress and Convention Association (ICCA) country ranking report and non-ICCA events report	SA Tourism will consider increasing its capacity to increase the bidding pipeline which may lead to a higher conversion rate and more events hosted.
Net promoter score	91%	94%	Net promoter score	91%	94%	Target revised downward due to the impact of COVID-19.	FY20/21: Due to COVID-19, this indicator could not be measured. FY21/22: 46 FY22/23: This indicator will be determined by March 2023.	South African Tourism Net Promoter Score Report	Improving the visitor experience across the tourism value chain may generate a higher NPS.
OUTCOME 2: Achieve good corporate and cooperative governance									
External audit outcomes	Unqualified audit outcome	Unqualified audit outcome maintained	External audit outcome	Unqualified audit outcome	Unqualified audit outcome maintained	No amendment.	FY20/21: Qualified FY21/22: Unqualified FY22/23: Outcome will be determined by July 2023.	External Audit Report from Auditor-General of South Africa	Continued efforts towards a clean audit outcome. This includes an increased focus on corporate governance, compliance and strengthening the internal control environment. SA Tourism will ensure that a revenue generation model is developed.
South African Tourism Reputation Index	New indicator	Improvement from 2020/21 baseline	South African Tourism Corporate	New indicator	Improvement from 2021/22 baseline. (Targets to	Indicator and target revised to be specific to SA Tourism's	FY20/21: Due to COVID-19, the study was not conducted.	South African Tourism Corporate	SA Tourism will elevate and enhance its focus on strengthening its corporate brand through thought

APPROVED FIVE-YEAR STRATEGIC PLAN 2020 - 2025			AMENDMENT AS PER FY21/22 ANNUAL PERFORMANCE PLAN			NOTE ON AMENDMENT	ACTUAL ACHIEVEMENT as at 30 SEPTEMBER 2022	DATA SOURCES	IMPROVEMENTS REQUIRED FOR REMAINDER OF PLANNING PERIOD
Outcome Indicator	2018/19 Baseline	2024/2025 Target	Outcome Indicator	2019/20 Baseline	2024/2025 Target				
	Baseline to be determined in 2020/21		Reputation Index	Baseline to be determined in 2021/22	be defined once baseline determined – for inclusion in 2022/23 APP)	corporate reputation.	FY21/22: 68.24 FY22/23: This indicator will be measured by March 2023 as it is an annual survey.	Reputation Survey	leadership, analytics, and insights. SA Tourism will intensify its visibility with the execution of an appropriate communications strategy. Corporate messaging will be a priority focus which will be delivered through the messaging framework currently being developed. In driving sector recovery, SA Tourism will place more effort on working with provincial and local government in order to optimise our marketing investments and efforts.

2.2. Achieved Performance Over the Mid-Term Period

Two key outcomes have been defined by SA Tourism in its Five-Year Strategic Plan 2020 - 2025, namely, to increase the tourism sector's contribution to inclusive economic growth and achieve good corporate and co-operative governance. There were 15 outcome indicators linked to the two (2) outcomes. As outlined in Table 2, two (2) of the outcome indicators were removed from the Five-Year Strategic Plan 2020 - 2025 as they are beyond SA Tourism's direct control. The revision of targets for 13 outcomes and outcome indicators were approved as part of the FY21/22 Annual Performance Plan. However, at its annual strategic Lekgotla held on 19th to 20th November 2022, the SA Tourism Board indicated that it is critical for the organisation to track the sector's contribution to GDP and job creation. Thus, SA Tourism will continue to report against these two (2) indicators for purposes of reporting.

SA Tourism identified the following strategic focus areas to drive the delivery of the impact statement, outcomes, and outcome indicators as part of the Five-Year Strategic Plan 2020 - 2025. Progress against each of the strategic focus areas is outlined below.

2.2.1 Brand

A detailed analysis of the tourism brand at both a sector and the corporate level informed the need to develop a differentiated brand proposition for the corporate entity versus the destination brand. South Africa is a tourism destination of choice for both domestic and international tourists, and should complement but equally, stand apart from the country brand. A differentiated brand positioning of the sector versus the country would contribute towards protecting and insulating the country's tourism brand in instances where issues threaten the destination brand. The development of specific, yet complementary, brand value propositions will be supported by the conceptualisation and implementation of specific integrated campaigns which entrench the value proposition.

Brand Strength

Marketing South Africa as a tourism destination is driven by a combination of destination brand appeal and the specific travel package offered that meets the requirements of a traveller at the point of purchase. From a destination brand appeal point of view, South African Tourism

measures its effectiveness through the Brand Strength Index, which measures the contribution of brand appeal to overall tourist arrivals and spend. Our marketing impact metrics are monitored through international brand tracking research which provides a holistic picture of how South Africa's destination brand is perceived, as well as the impact of our marketing efforts. The Brand Strength Index is a statistical model that measures how the performance of the brand correlates with arrivals. It identifies a broad set of variables that makes up the brand and gives South African Tourism an overall score with which to compare South Africa to competitors. It also identifies the elements that South African Tourism can leverage to increase its score, based on an equation. As a result, it can develop marketing material targeting specific attributes with the confidence that they will result in more arrivals. From a South African perspective, the main focus area to improve overall brand strength is to build a powerful, distinct and memorable brand personality, leveraging the joy factor.

Destinations around the world measure the strength of their tourism brand and use the information collected to evaluate their marketing or brand performance, improve the perception of their country and encourage people to visit. South African Tourism aims to build an appealing brand that is recognised, resilient and competitive. To increase tourism arrivals to South Africa, we need in-depth knowledge of the various attributes that make up the country's brand, so that we can build on these to strengthen the brand. It is against this foundation that the Brand Strength Index was developed. According to SA Tourism, the three biggest drivers of arrivals are affordability, stature, and awareness. Under the stature pillar, brand personality is a key driver of stature for the brand. This is driven by South Africa being perceived as a fun and friendly destination and ties into the sentiment of joy. By increasing the perception of fun and friendly, and leveraging the joy factor, South Africa can build a resilient brand and increase the tourism sentiment and brand strength of the tourism brand.

Overall, SA Tourism's website and television advertisements are the most impactful sources of information, which influence South Africa's perceptions of affordability, stature, and awareness.

The Brand Strength Index was removed from the Five-Year Strategic Plan 2020 – 2025 but included in the Annual Performance Plans. The latest available brand strength index was released in February 2020. The performance against brand health measures indicates that South Africa performed relatively well given the difficult competition. South Africa's Brand Strength Index witnessed an increase due to better "affordability perceptions" across other

markets. The index increased from 41.0 in 2019 to 43.2 in 2020, ranking above Brazil and Kenya, yet below Thailand and Australia.

SA Tourism also tracks the traveller acquisition conversion funnel, which tracks the total global demand across all source markets, the reasons for continued demand across the various points of the conversion funnel and the reasons for leakage in the conversion process. Safety and security remain the main reasons for leakage in the conversion funnel. The second reason, most concerning, is that “another destination was more attractive”. This means that South Africa, as a tourist destination, is decreasing in brand strength against the competitive set in each source destination.

The Brand Strength Index study is currently underway and the first and second wave reports are projected to be completed by the end of FY22/23.

Messaging Framework

SA Tourism is currently finalising a messaging framework that will guide messaging for both the destination and the corporate brand. The messaging framework is thus two-pronged, from a destination perspective it aims to address key barriers to travel and to build a value proposition for travellers to choose destination SA as their destination of choice. From a corporate perspective, it aims to elevate SA Tourism to regain its status as a sector leader and to message towards visibility of the work of the entity. The messaging framework will be concluded by December 2022 for immediate roll-out.

Throughout the course of the year, tactical brand, marketing, and public relations, initiatives included destination brand communications using Netflix personalities, Netflix tactical and the Travel Safely Campaign. The Netflix communications leveraged the Netflix cultural affinity study at ATTS, leveraging title locations, shows and casts to feature South Africa’s natural beauty. The messaging of the Travel Safely Campaign encouraged travellers to travel safely over the festive period. The campaign included on-site activations, out-of-home advertising, and regional and community radio. Over and above the adverse impact of the COVID-19 pandemic, South Africa has to deal with other travel barriers, including a perceived lack of safety and security for tourists and business delegates, and a perceived lack of value for money. South Africa is not regarded as a fun and appealing destination with a variety of tourism experiences and products, as well as quality infrastructure and venues for business

events. Therefore, during this period, the Brand and Marketing Business Unit executed projects showcasing the country's tourism experiences and offerings.

Marketing during the Pandemic

Following the global shutdown of travel, SA Tourism had to modify its brand work. The focus was geared towards three areas which were: communicating the COVID-19 protocols in a way that enhances the destination health and safety integrity, keeping the destination brand top-of-mind among target travellers domestically and internationally and stimulating domestic tourism in a manner that enhances the supply-side integrity.

Following the nationwide lockdown due to COVID-19, South African Tourism led the country in brand messaging to urge South Africans to "stay home so you can travel later". The campaign was a raft of three content pieces that focused on leisure travel, business events congregation and sport travel. These are the biggest generators of tourism travel. The campaign was highly impactful and received massive domestic and international accolades.

In addition to the advertising campaign, SA Tourism communicated the COVID-19 protocols for the tourism sector, both for the tourism sector to know how to comply with the protocols, and for the consumer to know what to expect and insist on when visiting tourism establishments. The communication was in an infographic format for absolute clarity of the COVID-19 protocols for tourism and in human performance content in order to personalise the protocols as not being alien, but good human practice.

During the COVID-19 global lockdown, there was a 'forced' migration from physical transactions and consumption to virtual, online transactions and consumption. In order to keep the South African destination top of mind from a tourism point of view, it was imperative to distribute South Africa's tourism product and experience content on online platforms in a way that was informative, engaging and could build travel intent once travel restrictions were eased. Globally, every tourism destination was doing the same, so it was important to build campaign platforms that were both traveller engaging and South Africa specific. SA Tourism entered into a partnership agreement with Google in order to achieve this intent. The Google marketing platform afforded SA Tourism the ability to showcase the supply side of the tourism destination in real time and in a searchable manner. It also created global visibility for products and services that would not otherwise be known to domestic and global travellers. This was

achieved through #sharesouthafrica, which is now the world-recognised social media handle for all tourism content for South Africa. The Google marketing platform gives South African Tourism the capability to integrate all digital platforms to optimise traffic, message management and community management.

The second noteworthy digital marketing initiative in the period under review was the launch and leveraging of #sharesouthafrica. The purpose of this platform was to push South African Tourism generated content, but also to invite South Africans to share their experiences of their own country in order to enhance the diversity and dynamism of tourism content of South Africa in the online environment user-generated content. The quality and diversity of user-generated content has been exceptional as South Africans have joined the national effort to promote South Africa domestically and internationally in its best and most attractive light.

It is important to ensure that what is marketed to customers can be found and experienced by the traveller when they arrive and tour South Africa. In the COVID-19 lockdown season, it was important to continually reassure travellers domestically and internationally that South Africa is a health-safe destination to travel to and enjoy. While the communication for South Africa was being managed at a national level, it was important to translate the national message into the tourism sphere. The dynamics around the COVID-19 pandemic and the national messaging position was dynamic throughout the year as the country's leadership learnt and adapted to the shifting global landscape. This meant that South African Tourism had to remain agile and flexible, while keeping the core messaging aligned to the national agenda and to the Brand Strength Index. For this reason, South African Tourism established a war room to monitor the communications landscape and communicate the appropriate infographic, human performance and editorial content to guide the tourism sector and travellers.

In collaboration with the provincial tourism authorities, and through the Chief Marketing Officers forum, the Summer Campaign was successfully developed and implemented. Some of the most notable campaign success statistics were:

- 194 870 kilometres travelled across destination South Africa to visit and showcase our tourism establishments and offerings
- 403 unique experiences were showcased throughout the Summer Campaign
- 5400 bed night stays across SMME establishments

- 72% women owned SMMEs were supported through the Campaign's sustainability village
- 100% campaign spend focused on black, female and youth owned businesses
- More than 15 million impressions on digital media

The campaign contained the following elements: Nine couples, each from a specific province, travelled to a different province to promote cross-provincial domestic tourism. Within each province, the couples visited nine tourist attractions, specifically in villages, towns and small 'dorpiess'. The focus was on a combination of known and unknown destinations, enhancing the fact that even South Africans can learn about and enjoy their own country in ways they had not known existed before. Within each province, an SMME workshop was held. The focus of the SMME workshops was to impart business and marketing survival skills in a COVID-19 era. The biggest need identified among the SMMEs was the need for digitalisation capability for SMMEs. COVID-19 has accelerated the global transition to virtual, online ways of working and living. Most SMMEs do not have a digital footprint, and those that do, do not have the requisite marketing skills to drive their businesses. In partnership with Google, through the Google marketing platform, basic digital marketing skills were imparted. Through the SMME workshop planning process, the campaign also identified one exceptional SMME in each province that hosted the SMME workshop and housed the teams that managed the logistics of the campaign. The Sustainability Village is a concept that South African Tourism has adopted as the activation of the SMME idea around every activation programme locally and internationally. Unique art, crafts, clothing and food providers from the area were invited to create a shopping environment around the SMME activation area in order to help them drive sales and promote their products and brands – market access.

One of the main objectives of the campaign was to generate unique content pieces for each province to be able to market itself in a post-COVID-19 lockdown period with fresh visuals of products and experiences within the province. Specialised travel bloggers, content developers and conversion partners were enrolled to ensure that, at the end of the campaign, the overall marketing capability of South African Tourism and the provincial tourism authorities could be enhanced.

Global Brand Campaign

In FY21/22, South African Tourism launched the Live Again Campaign, the organisation's global brand campaign. The objective of the Global Brand Campaign is to reposition South

Africa globally from a tourism standpoint in preparation for the reopening of global travel markets. The campaign will sustain the tourism efforts over the next fiscal year and is anchored in destination truth, travel inspiring human truth, and travel conversion persuasiveness across all source markets. The “Live Again” campaign was launched on 28 February 2022. Since its launch, South African Tourism’s website saw an increase in traffic with approximately 90 000 visits for the month of March 2022 and a conversion rate of 1.9%. This campaign will be rolled out over the next fiscal year in all our core markets.

The campaign was localised in each source market to invite the intrepid traveller back to South Africa. Pursuant to this campaign, the Live Again 2.0 Campaign will be implemented in FY22/23 to amplify the destination’s offerings to the world. In addition, the Mega Familiarisation Programme will be executed to host key global trade in South Africa in an effort to boost conversion rates.

2.2.2 Domestic Market

South Africans are the best, and most powerful, brand ambassadors for the country’s tourism sector. It is also reassuring to international audiences when South Africans themselves speak positively about the country’s assets and experiences. Recognising this, SA Tourism aims to grow domestic holiday trips to 8.3 million in the next 5 years. Domestic holiday trips’ performance from 1 April 2020 to 30 September 2022 reached 11.9 million, exceeding the target, and thus highlighting the demand for domestic tourism consumption created by the COVID-19 pandemic.

Domestic tourism performance has been stronger than initially forecasted, with holiday trip numbers and spend exceeding targets. The target for domestic holiday direct spend for the duration of five years was R19.5 billion. The performance to date (1 April 2020 – 30 September 2022) has been reported to be R59.2 billion which implies that the target has been phenomenally surpassed, this is due to the revenge travel trend that the domestic market has experienced in 2022.

The geographic spread of domestic tourist arrivals was based at 8% with the FY24/25 target also being 8%. In FY21/22 the actual achievement was 2.6%. The constant push to increase

the sector transformation and increase the money spent in the country, despite COVID-19, was further enhanced by domestic travel as seen in the performance of the sector.

The domestic marketing strategy and implementation plan focused on accelerating domestic demand and generating associated revenue. It sought to democratise domestic tourism, making travel about inclusive growth, not only for those in the tourism sector, but for any South African that has business and/or experiences to share or knowledge that could contribute positively to consumers' travel experiences. South African Tourism leveraged on the existing Sho't Left campaign – "It's your country, enjoy it, because nothing is more fun than a sho't left" – to execute the strategy.

Sho't Left Campaign

The South Africa Hub continued with the Sho't Left campaign, "It's Your Country, Enjoy It, Because Nothing's More Fun than a Sho't Left", which inspired South Africans to "get out of the house" and take more day and holiday trips by showcasing a variety of affordable, desired experiences in a clear and accessible manner. As part of the campaign, the South Africa Hub created opportunities for the distribution channel to access the domestic market to enable them to drive, promote and sell South African travel effectively as preferred by consumers.

Its 360° deal-driven campaigns focused on promoting deals for Valentine's Day and the Easter Weekend. These campaigns were promoted through radio and supported through television and social media. They also focused on ensuring that South Africans travel safely and observe government's COVID-19 safety protocols, using #TravelWiseMzansi in all its communication. The Easter #SeatAtTheTable Campaign inspired South Africans to spend their Easter holidays anywhere in the country, in their own way, and not necessarily at home. The Easter Weekend campaign culminated in a digital activation showcasing consumer-preferred leisure experiences of the bush, the berg and the beach in different parts of South Africa, using on-air radio personalities and influencers. It was executed in partnership with Nissan, Sasol, Universal Music and Travelstart.

The Winter Campaign encouraged South Africans to find their warmth in South Africa by taking advantage of off-peak travel prices. Sho't Left Travel Week saw South African trade providing up to 50% off travel to South Africans who booked their trip between certain dates in

September. The Month of Love Campaign was directed at South Africans who wanted to enjoy their love for each other during the Valentine's period in different parts of the country.

These 360° deal-driven campaigns were executed through television, radio, digital platforms, and social media, as well as through out-of-home and experiential activations. The messaging was underpinned by a clear COVID-19 safety message, #TravelWiseMzansi. Through a marketing collaboration with Waze, the deals loaded on the Sho't Left platform were pinned on the platform, encouraging consumers who use Waze as a navigation system to see all the Sho't Left areas they can visit as they pass through their cities, promoting day trips, while also allowing South Africans to save the areas they passed on their devices for any future visits.

Summer Campaign

The Summer Campaign was conceptualised, launched and rolled-out in 4 provinces aimed at profiling experiences and products in VTSDs, in order to boost domestic tourism. The campaign contained the following elements: nine couples, each from a specific province, travelled to a different province to promote cross-provincial domestic tourism. Within each province, the couples visited nine tourist attractions, specifically in VTSDs. The focus was on a combination of known and unknown destinations, enhancing the fact that even South Africans can learn about and enjoy their own country in ways they had not known existed before.

Within each province, an SMME workshop was held. The focus of the SMME workshops was to impart business and marketing survival skills in a COVID-19 era. The biggest need identified among the SMMEs was the need for digitalisation capability for SMMEs. COVID-19 has accelerated the global transition to virtual, online ways of working and living. Most SMMEs do not have a digital footprint, and those that do, do not have the requisite marketing skills to drive their businesses. In partnership with Google, through the Google marketing platform, basic digital marketing skills were imparted. Through the SMME workshop planning process, the campaign also identified one exceptional SMME in each province that hosted the SMME workshop and housed the teams that managed the logistics of the campaign.

One of the main objectives of the campaign was to generate unique content pieces for each province to be able to market itself in a post-COVID-19 lockdown period with fresh visuals of products and experiences within the province. Specialised travel bloggers, content developers and conversion partners were enrolled to ensure that, at the end of the campaign, the overall marketing capability of SA Tourism and the provincial tourism authorities could be enhanced.

Domestic tourism remains key to the resilience of the tourism sector in South Africa. It is clear from Oxford Economics' projections of spending contributions that domestic tourism will play a significant role in bolstering the tourist revival over the medium term. Accordingly, local, and regional markets will account for 86% of tourist spending in South Africa in 2021, and 82% in 2022. If South Africa's tourism industry is to begin to recover in the short to medium term, a radical reimagining of the industry is required, with a renewed emphasis on serving and developing domestic and regional tourists.

2.2.3 International Tourism

South Africa has a targeted 21 million international arrivals by 2030. Towards achieving this, the current markets will be protected, defended and entrenched while growing new strategically identified markets. 16.5 million of the targeted arrivals is expected to come from current source markets. Many MPIF markets had been unable to come to South Africa due to the COVID-19 pandemic. South Africa's capacity to attract international visitors was significantly hampered for a number of months to come due to source market travel restrictions, international government rules, and reduced airline routes.

With the country still in lockdown at the beginning of the financial year, and widespread travel bans in place in many of South African Tourism's key source markets, the expected fiscal investment for marketing activities was diverted to fight the spread of the virus. Therefore, limited marketing and promotional activities could therefore take place. During this time, South African Tourism reviewed all its regional marketing plans. It also prioritised initiatives that would enable the organisation to maintain communication with consumers in all markets during this time and leveraged partnership opportunities with the distributional channel where possible.

The target set against international tourist arrivals is 10.3 million. To date, a total of 6.5 million arrivals has been achieved. Furthermore, the target set against the value of international

tourist spend is R90.7 billion. To date, a total of R60.7 billion has been achieved. International arrivals are the slowest of all indicators to recover with the re-entry restrictions and travel the most likely drivers. Incidences of vaccines combined with the infection rates are going to play a fundamental role in determining future travel prospects from other territories into South Africa. The target set against the seasonality of international tourist arrivals is 1.3%. To date, there is a total of 0.03% which means that the target has not been met owing to the impact of COVID-19.

The baseline for geographic spread for international tourists was 20% and the goal is 20% for the five-year period. During the FY21/22, 11.5% was achieved.

The following marketing campaigns were implemented during the reporting period:

“Don’t travel now, so you can travel later” Campaign

SA Tourism also engaged its trade and media partners in its “don’t travel now, so you can travel later” customer messaging, and encouraged planning together for when it is safe to get travellers back to South Africa. The elements of the organisation’s messaging were to inspire trade partners to keep South Africa in the consideration set for consumers, and to provide them with the latest information and changes in the South African trade landscape, including available offerings to market. SA Tourism shared inspiring videos and content that trade and media partners could share with their client base. Negative sentiments were countered through these engagements and information provided.

Throwback Summer Campaign

In the international markets, the organisation aimed to increase destination profiling and drive brand positivity through awareness and consideration campaigns such as the #MeetSouthAfricaLater and #ThrowbackSummer campaigns in West Africa. These campaigns showcased the diversity of experiences on offer in South Africa in an effort to keep the destination top of mind with both its distribution channels and its consumers, and to encourage travel back to the destination when it is safe to do so. Most of the marketing activities in 2020/21 were driven through radio, print media, television, digital and social media platforms, including virtual engagements and webinars, where the organisation could directly engage with its consumers, distribution channel partners and stakeholders.

South African Tourism's Throwback Summer campaign was implemented in West Africa in the second quarter. Brand content generated from previous campaigns and activities was used to showcase the variety of hyper-personalised experiences travellers from West Africa could look forward to when tourism reopened. Digital posts by influential West Africans that have visited South Africa before were repurposed to drive talkability and brand positivity.

Festive Season Campaign

South African Tourism's Festive Season campaign was executed in West Africa in the third quarter and a 360° Easter Weekend deal-driven campaign was implemented in West Africa and in the Central East Africa and Land Hubs (CEL) in the fourth quarter. Both campaigns promoted leisure travel experiences and were mainly driven through South African Tourism's digital platforms for CEL. Although the Easter Weekend campaign resonated with the target audience, some of the elements of the campaign had to be abandoned because of the visa processing backlog that was experienced in Nigeria.

World Tourism Expo 2020

Over 51 000 people visited the South African Pavilion during Tourism Month, in December, at the World Tourism Expo in Dubai – a significant increase from previous months with 38 000 visitors to the South African Pavilion. Content from all nine provinces was showcased on the pavilion and the Department of Trade, Industry and Competition's virtual platform. The Ministerial programme, led by the Minister of Tourism, included engagements with tourism investors, Middle East diplomatic representatives, tourism trade from the region and visits to the African Union, India, United Arab Emirates (UAE) and the Women's Pavilions at the Expo. Overall, through vigorous planning and agility, the Tourism Month activations were successfully executed despite challenges brought about by the Omicron COVID-19 strain and related travel bans.

To reach its goal by 2030, South African tourism had hoped to boost econometric growth. However, econometric estimates for South Africa have been lowered downward because of the COVID-19 pandemic. In terms of revised 2030 forecasts, which are lower than previous projections, this has resulted in a wider gap and in terms of a reduced timeframe, in that South Africa has a shorter time horizon to move towards the 2030 goal, as it is anticipated that markets will reach pre-COVID-19 levels later than originally projected.

To deliver on the target of international tourist arrivals, efforts will be made to continuously lobby government to continue liberalisation of the visa regime, maintain visible policing, improve airlift and improve land transport tourists. SA Tourism will work proactively with the Department of Tourism to establish a formal structure that includes key players across the tourism eco-system that will seek to deal with key barriers including but not limited to air access, affordability of air tickets, infrastructure, safety and security and the visa regime. The challenges must be dealt with in order to achieve the policy target of 21 million arrivals by 2030 and driving recovery of the tourism sector.

Increasing Airlift

SA Tourism at the beginning of the pandemic conducted a needs analysis on airlift and put forward recommendations for recovery. Informed by this and in our efforts to increase airlift, SA Tourism has developed airline marketing collaborative framework.

The framework was presented to Emirates, Qatar Airways, Turkish Airlines, Virgin Atlantic, and Rwandair. As a result of these engagements, SA Tourism has signed MoUs with Emirates Airlines and Qatar Airways. The objective of each MOU is to present an opportunity for joint marketing and promotional activities. Emirates Airlines has committed to increase their frequency of flights to destination South Africa with effect from December 2022.

SA Tourism participates in the provincial air access committees in Gauteng, KwaZulu Natal, and Western Cape. The purpose of these provincial air access committees is to drive airlift into the provinces. To date, SA Tourism has actively supported the airlines that have returned to destination South Africa, including Air Belgium, EuroWings, and United and Delta Airlines.

Global Advocacy Campaign

South African Tourism has the strategic intent to position South Africa as an attractive tourist destination. In this regard, South African Tourism continued, through various campaigns, with brand communications to engage and be responsive to all consumers and relevant stakeholders. One such strategic campaign that was introduced is the Global Advocacy Programme. This was informed by a need to intensify efforts to create a positive narrative about the destination following negative coverage by the media on the country's management

of the COVID-19 pandemic with the labelling of one of the COVID-19 variants as the “South Africa variant”. The Global Advocacy Programme focuses on:

1. The Content Information Newsroom: The content information newsroom that will prepare and disseminate information three times a day every day
2. Calendar of Strategic Events: The calendar of strategic events is leveraged for the advancement of the Global Advocacy Campaign
3. Dealing with Barriers in Source Markets: One of the key areas of work within the campaign will be the implementation of a crisis management intervention in order to address the persistent and prevailing travel barriers that deter tourists from visiting South Africa. This area of work in essence equates to the critical role of political advocacy for promoting destination South Africa.

As part of this programme, representatives of the tourism sector convened at the South African Tourism Global Advocacy Programme Stakeholder Forum in Cape Town in February 2022. The Forum was held to purposely devise practical and immediate actions that could be taken by the sector in implementing the TSRP adopted in 2021. Acknowledged was the need for the implementation of TSRP to be underpinned by a Global Advocacy Programme. Broadly, the Forum sought to ensure the following:

- Initiate a collaborative process with the private sector and government to embark on the implementation of the Global Advocacy Programme to reignite the tourism industry and position South Africa as an appealing value-for-money tourism destination.
- Cement the message that Africa is open for business and is ready to welcome visitors from the rest of the world.
- Restore confidence and cement the role of the tourism sector in supporting the country’s economic recovery.

Delegates from the public and private sectors, representing various entities at national, provincial, and regional level, participated in the Forum.

A key outcome of the Global Advocacy Programme was the removal of destination from red lists in some of our priority markets like the United Kingdom.

2.2.4 Demand Creation

A key strategy to maintain South Africa's position as the number one business events destination in Africa and the Middle East, and to retain its competitive advantage in the global business events space, is the focus on business events development activities. The year 2020 was earmarked to be a bumper year for South Africa's business events industry before the national state of disaster was implemented on 26th March 2020 to slow the spread of the COVID-19 pandemic. The SANCB, in conjunction with the city and provincial convention bureaux, in FY20/21 postponed 36 business events that were scheduled to take place in South Africa in 2020 and 2021.

Thus, the SANCB located within South African Tourism, focused its support across the bidding value chain, highlighting key economic sectors to maximise South Africa's chances of winning the rights to host business events. Within this context and taking into consideration the significant impact of the pandemic on this sector, the SANCB focused its efforts on supporting the recovery by targeting the generation of leads for future business and facilitating the geographic spread of business events that would be hosted in VTSDs.

During FY20/21, the organisation, together with its partners, worked extensively to replenish the business events pipeline during the lockdown period. During this time, 55 bids for international meetings, incentives, conventions and exhibitions were submitted for the period 2022–2025. The 55 bid submissions have a combined estimated economic impact of R899 million and may potentially attract 30 521 international and regional delegates to South Africa between 2022 and 2025. Thus far, South Africa has won 16 of the bids submitted for the 2020/21 financial year, with a 29% conversion rate. The secured business events may contribute R296 million to South Africa's economy between 2022 and 2025 and attract 9 825 international and regional delegates.

SA Tourism invested R23 million in bid submissions through its bid support programme to attract business events linked to government's developmental priorities. The secured conferences will also contribute to the regional spread of business events and will be hosted in Cape Town, Durban, Gqeberha, Johannesburg, Mahikeng, Potchefstroom, Stellenbosch and Tshwane.

During the 2021/22 financial year, South African Tourism submitted 81 bids for international business events to be hosted in South Africa between 2022 and 2027. The 81 bids

submissions have a combined estimated economic impact of R1,217 billion and the potential to attract 41 322 international and regional delegates to South Africa. Thus far, South Africa has secured 31 of the 81 bids submitted for the 2021/22 financial year. These secured business events will contribute R380 million to South Africa's economy between 2022 and 2027 and attract 13 170 international and regional delegates. In addition, through its bid support programme, South African Tourism invested R16,6 million towards the bid submissions to attract business events linked with the national government's development priorities. The secured conferences will also contribute to the geographic spread of business events hosted in Johannesburg, Tshwane, Cape Town, Potchefstroom, Durban, Rustenburg, Gqeberha, Alice, Franschhoek, Stellenbosch, Kariega, Mahikeng, Drakensberg, Pietermaritzburg and Gravelotte.

The five-year target was to host 270 international business events, which was revised to 111 during the planning for FY21/22, given the impact of the pandemic. In FY21/22, six international hybrid business events were hosted, namely:

- International Conference on Information Fusion
- International Conference on Events
- Thematic Congress of the International
- African Society of Radiology Conference
- International Conference on Clinical Ethics Consultation
- Annual Conference of the Astronomical Data Analysis Software and Systems.

The 2021/22 financial year saw South Africa's business events industry host regular business events, for the first time since the start of the pandemic. This catapulted the value chain into recovery. The industry took learnings from FY2020/21 and simplified the complex hosting requirements brought on by the pandemic. South African Tourism hosted its very first hybrid ATTS from 19 to 21 September 2021 in the absence of Meetings Africa and Africa's Travel Indaba. Key insights, trends, opportunities, and innovative approaches aimed at unlocking value for Africa's travel and tourism sector were delivered by 127 globally acclaimed thought leaders and speakers. Topics were linked to best practices for Brand Africa, sectoral transformation, business events and leisure opportunities, and strengthening and enabling economic capabilities. The summit was attended by 4 717 delegates from across the region. The ATTS demonstrated our country's post pandemic hosting capabilities in organising large-scale hybrid business events and adhering to health and safety protocols. South African

Tourism, with the local business events industry, continued to make significant strides to replenish the country's pipeline of secured business events.

The business events sector received the return of Meetings Africa with much excitement. The show was successfully hosted from 28th February to 2nd March 2022. It ushered hope around the hosting of safe organised events as it demonstrated the highest level of adherence to COVID-19 regulations. The platform reconnected the meetings, incentives, conferences and exhibitions (MICE) sector with key global buyers for the recovery of the sector. It was attended by 1 734 delegates from across the globe and featured 216 exhibiting companies. Guests included 20 hosted SMMEs, 137 buyers and 90 members of the media. Nearly 4 000 meetings were recorded during this time.

Prior to COVID-19, South Africa's business events sector was one of the drivers of the visitor economy by playing a key role in generating trade, investment, and employment. Africa's Travel Indaba was successfully hosted in May 2022 after a two-year halt owing to the pandemic.

Strategic events continue to play a pivotal role in marketing South Africa as a destination and present an opportunity for products to access and transact with various international buyers. South African Tourism participated in the following events to promote destination South Africa:

- Incentive Travel, Meetings and Events (IMEX) America from 12th to 16th October 2020: A total of 29 products participated at the platform, of which 16 were SMMEs. Thirty-two (32) meetings were recorded.
- International Golf Travel Market (IGTM) Links from 19th to 22nd October 2020: This is a platform driven by South African Tourism and the South African golf industry. A total of 18 South African registered golf products joined the virtual event. Over 72 meetings were recorded.
- Institute of Business Travel Management (IBTM) World from 8th to 10th December 2020: Thirteen (13) exhibitors attended, of which nine (9) were SMMEs. One-hundred and thirty-six (136) meetings took place between the exhibitors and buyers.
- Internationale Tourismus-Börse (ITB), Berlin from 9th to 12th March 2021: The platform was attended by sixty-five (65) South African exhibitors. The number included 15 SMMEs that were afforded a platform to meet with buyers and attend different activities on offer in the ITB programme.

- The Arabian Travel Market (ATM), Dubai, a leisure show, took place as a virtual event from 24th to 26th May 2021. It was attended by twenty (20) exhibitors and the (10) SMMEs. A total of two-hundred and twenty-seven (227) meetings were reported, with thirty-nine (39) potential leads.
- The Worldwide Exhibition for IMEX, USA a business show, took place physically from 9th to 11th November 2021. Twelve (12) South African tourism businesses participated in this event, of which eleven (11) were SMMEs. The MICE offerings were showcased. Ninety (90) meetings were confirmed, with the (10) potential leads reported.
- The World Tourism Market (WTM) London 2021 had two presentations. The physical version took place from 1st to 3rd November 2021 and the virtual version took place from 8th to 9th November 2021. The show was attended by twenty (20) exhibitors, of which ten (10) were SMMEs. A total of one-hundred and ninety-five (195) meetings were reported, with thirty-nine (39) potential leads.
- The IBTM World, Barcelona, is a live show that was held from 30th November to 2nd December 2021. It was followed by IBTM World Online from 14th to 15th December 2021. The physical show was attended by four (4) exhibitors. The virtual show was attended by six (6) exhibitors, of which five (5) were SMMEs. A total of one-hundred and fifteen (115) meetings were held, with nine (9) potential leads reported.
- The ITB, Berlin, is a leisure show that took place virtually in two formats. The ITB Convention took place from 8th to 10th March 2022, while the Digital Business Day took place on 17th March 2022. The ITB Convention was attended by eleven (11) South African tourism players, of which four (4) were SMMEs. The Digital Business Day was attended by fifty (50) industry players, with sixteen (16) SMMEs. A total of sixty-four (64) meetings was reported, with twenty-six (26) potential leads.
- ATM was held from 8th to 11th May 2022, where a total of 20 exhibitors including 9 SMMEs participated. A total of 407 meetings took place with 37 leads. The platform was used to leverage the signing of the MOU with Emirates.
- IMEX Frankfurt was held from 31st May to 1st June 2022 where 25 co-sharers attended from the South African tourism business events sector.

It is important to note the macro-economic impact of business events in relation to the overall tourism economic contribution, as well as trade potential for direct investment and potential for showcasing goods and services. A clear events management strategy that focuses on bidding and hosting of different categories of events is critical and should be adequately resourced across the country. This is further hampered by a fragmented approach to bidding and hosting for all types of events as there is no coordinated country-wide approach to bidding

for events, with only some provinces leading the charge. This is directly linked to the uneven distribution of resources for bidding and hosting, both in monetary and capability terms. The future plans in this regard should include a comprehensive programme for bid support.

New findings in this field are being leveraged to advertise South Africa as a conference destination. South Africa's score will be tracked annually so that experts may study market mechanisms, the competitive landscape, and essential brand attributes in this context. In FY2022/23, South African Tourism saw it fit to conduct its first-ever Business Events Brand Equity study that aims to measure the health and equity of South Africa as a business events destination. South African Tourism currently has a brand study that measures South Africa's brand as a leisure destination and targets the travelling community. Brand equity is a multidimensional concept that is based on the evaluation of the brand and its perceived benefits. The imperative of this project is to foster a solid and salient brand that fulfils the key pillars that contribute to South Africa's brand equity as a business events destination. South African Tourism seeks further to understand the enablers and barriers of South Africa as a business events destination amongst key decision-makers in the business events space. The survey data collection is currently underway, and the inception report will be issued by the end of quarter 3 of FY 2022/23, this report will amongst other metrics help South Africa determine its brand equity against competitors, through a brand measure index.

For brand development and support services, the Business to Business (B2B) global business events campaign as well as a domestic business events campaign have been implemented. The campaign is called Open Doors, and this year it is referred to as Open Doors 2.0 and seeks to position South Africa as a premier business events destination. The domestic business events campaign seeks to use the platform to educate the target audience about the bid support programme, national association programme as well as encouraging corporates to travel and meet again because of the positive impact of face-to-face meetings. The delegate boosting component of the global business events campaign specifically targets the delegate to consider South Africa to attend these meetings.

The focus on business tourism must be strengthened to further develop the business tourism market. This will include bidding for MICE events. Efforts will also be made to increase bid submissions to host MICE events in South Africa. Delegate boosting as a strategic tool to drive business tourism needs to be reviewed and enhanced. For the leisure market, relevant products will be developed and promoted through various channels to increase desirability and geographic spread. The country's arts and culture assets will be crucial to this initiative.

2.2.5 Visitor Experience

Delivering distinctive, diversified, and enriched visitor experiences is the responsibility of the SA Tourism, through its Tourist Experience Programme. The aim of this programme is to increase the number of graded properties in South Africa, therefore enhancing the country's image as a quality tourism destination with a wide range of options at varying price ranges. Through the programme the sector would equip the tourism industry and its allied businesses to provide first-rate, welcoming, and effective service to visitors from all over the world.

In relation to the visitor experience, SA Tourism worked with the Department of Health to actively communicate and promote the health and hygiene assurance standards which were developed as a result of the COVID-19 pandemic. The pandemic had an adverse impact on the delivery of planned targets for this programme.

Net Promoter Score

The Net Promoter Score (NPS) is a management tool that gauges the loyalty between an organisation and its customers. The NPS also measures a customer's propensity to recommend a company, product, or service. Through the Tourist Experience Programme, SA Tourism developed a NPS tool for graded establishments that will enable them to better understand their customer's needs, improve service delivery and provide the customer with tailor-made solutions. The target net promoter score for the duration of five years was set at 94%. However, only 46% has been achieved to date. Several tourism establishments have lost their grading status, despite their membership being extended. Some businesses have shut down whilst others are struggling to recover from the effects of the pandemic.

A number of tourism establishments have lost their grading status, despite their membership being extended. Some businesses have shut down whilst others are struggling to recover from the effects of the pandemic. By 30th September 2022, 4348 establishments were graded. SA Tourism aims to review the grading business model and the value proposition in FY2022/23.

Supply Side Audit

A supply side audit is being piloted in the FY22/23 so that SA Tourism will have a confirmation and location of the existing supply side. This is an important initiative to understand the supply landscape given that SA Tourism must enhance its itinerary building programme to meet the needs of the intrepid traveller in order to contribute to visitor numbers, spend, seasonality and geographic spread.

Welcome Programme

The Welcome Programme seeks to inspire and educate South African tourism role players and ordinary South Africans to exceed tourist expectations through warm, authentic interactions and the delivery of exceptional customer service. An extension of the Welcome Programme is the "Make someone's day" initiative, which is positioned to showcase and highlight the importance of trade in the tourism value chain. In 2022/23 the target is to review the Welcome Programme. "We do Tourism" and "Welcome" campaigns and toolkits will be revitalised and enhanced. Delivering competitive brand and visitor experiences will be crucial to achieving the targets in terms of domestic and international tourist volumes. An important element of the brand and visitor experience will include standards of service provided by the government at ports of entry and visa processing centres. SA Tourism will support the Department of Home Affairs in their efforts with agreed and targeted front line staff training interventions based on the revised "Welcome" toolkits content with specific emphasis on tourists originating from China, India, and Africa markets.

The Welcome Programme has been reviewed and approved in October 2022. The roadmap to affecting the revised programme will be implemented with effect from November 2022.

Global Trade

The main objective of the Global Trade Re-imagined project was to evaluate and enhance the global trade portfolio, business needs and trade requirements in a post-pandemic environment. Audits were conducted on all trade-facing platforms as well as its content.

With the goal of facilitating inclusive growth through itineraries that incorporate emerging and transformed businesses, encourage geographic spread across the country, and address the myths associated with seasonal travel, South African Tourism is constantly on the lookout for new offerings, products, and operators to package into exciting itineraries.

In addition, SA Tourism contributes by taking part in local and global forums to connect and market South Africa as a lucrative destination to international airlines, and to identify and execute the trade tools necessary for foreign partners to better sell South Africa and increase conversion. In order to connect and promote South Africa as a desirable destination to worldwide airlines, SA Tourism will continue to engage in numerous local and intentional forums. SA Tourism will continue to support provincial air access conferences to share insights and provide knowledge of international markets.

Many of SA Tourism's trade partners found themselves fighting for survival as the impact of the pandemic was felt globally. The travel trade landscape changed drastically and continues to change. South African Tourism continued to work with existing trade partners to leverage their platforms for information sharing and resolving queries, facilitating content placement, as well as consumer and trade engagement and training. In this way, it could continue to keep the industry informed with up-to-date information, engaging it through various platforms, mostly virtual, and capacitating it with destination and product training. The local South African trade was supported through the provision of market insights and virtual market access platforms. New partnerships were forged to expand the organisation's distribution channel to target relevant audiences, while joint partnerships were established to activate sales and equip travel agents and tour operators with knowledge to enable them to confidently sell Destination South Africa yet again.

The only effective and practical way to target the 2025 strategic objectives is to do it through leveraging specific partners and interventions and those along the tourism value chain. The "welcome" programme as well as the Lilizela Awards are key interventions that will receive increased attention in recognising the sector and elevating our visitor experience. Destination South Africa must deliver a competitive brand and visitor experiences as it is increasingly important to achieving the targets in terms of domestic and international tourist volumes.

Lilizela Awards

The annual Lilizela Awards was not hosted 2020, 2021 and 2022 due to the Covid-19 pandemic and restrictions on travel. Tourism entities and establishments were not able to trade at full capacity over these periods. SA Tourism has proposed that Lilizela resumes 2023.

The tourism sector relies heavily on the creation and maintenance of attractions and other experiences for tourists. A key highlight in the reporting period was the partnership established with the African Association of Visitors Experiences and Attractions (AAVEA). AAVEA's primary mission is to represent the interests of visitors' experiences and attractions, to raise awareness of contributions they make to the broader tourism industry, to enhance discussion and coordination among visitor experience and attraction professionals and to host an annual conference that provides education, networking, and collaboration opportunities. This is a three-year partnership that will be reviewed annually, which will be used to build strong mutually beneficial relationships with the members of the association in order to achieve service excellence and quality assurance across the tourism value chain in South Africa. There is a tourism awards programme which has to be prioritised as it is key to the industry and the destination. This programme aims to honour the individuals that have truly delivered in terms of bringing tourism to their community and transformed the sector in some way or another.

2.2.6 Organisational Efficiency

To enable the achievement of the strategic targets outlined above, SA Tourism must evolve to be responsive in delivering what is required. This will include moving to a digital operating model to enable agile transformation and the implementation of the 5 R's approach-right people, in the right place, doing the right things with the right processes at the right time. To achieve this, efforts will be made to attract and retain the best talent to execute the 5 R's. South African Tourism will also conduct a policy/legal feasibility assessment (PFMA, Tourism Act) and obtain Treasury approval to develop new income streams. For this, South African Tourism will focus on creating an enabling IT operating environment and develop a commercial strategy.

To give effect the five-year strategic intent, the Corporate Support Programme provides support services to the core business of South African Tourism in order to fulfil its mandate. This programme focuses on the human and financial resources of South African Tourism in

an effort to increase organisational efficiency. For FY20/21 SA Tourism obtained a qualified audit outcome and improved this outcome to an unqualified audit outcome in the FY21/22.

Human Capital Strategy

SA Tourism continued to implement its revised Human Capital Strategy in 2021/22. This robust and well-crafted strategy is aimed at reawakening passion and drive among all employees by maintaining a high performance culture within South African Tourism to contribute to achieving its goals. It further serves to attract, engage, nurture and retain talent, while, at the same time, building leadership capability that will inspire and steer the organisation towards its goals.

The objective for 2022/23 and beyond is to ensure that SA Tourism leverages its people, processes, and financial resources to increase its effectiveness, cost, and operational efficiency across the organisation. In line with the Employment Equity (EE) Plan and related targets, SA Tourism has met and exceed most of the planned targets. Achieving the EE target of 2% of people with disability has proven to be a challenge as employees are reluctant to disclose their disability. In an effort to meet this target, position bonding is being explored as well as an awareness campaign to encourage disclosure of disability.

By 30th September 2022, SA Tourism had a 13.9% vacancy rate, with 28 vacancies. Recruitment has been prioritised to ensure that all vacancies are filled, with the critical vacancies being fast-tracked.

Human Resources Information System

In line with SA Tourism's goal to become operationally efficient, the Human Resources Information System upgrade was a key focus in the period under review. SA Tourism's human capital strategic intent was instrumental in assessing the principles used to guide key components within the Human Resources Information System.

Performance Management

SA Tourism continued to align its automated performance management system with business needs. This is aimed at ensuring that the organisation's operations are aligned with its deliverables, right down to its individual objectives. The system also ensures the efficient management of standardised, high-quality data and information to support better decision-making across the business. The performance management system is supported by a set of principles and behaviours based on the organisation's values. SA Tourism's employees set, reviewed and appraised their performance objectives on the Employee Lifecycle Management Application (ELMA) during the period under review.

Human Capital Compliance Review

In 2021/22, Human Capital continued to maintain a database of human capital-related legislation and reviewed policies to address identified gaps. Among other activities, it continued to review the general Human Capital Policy so that it aligned with best practice.

ICT & Digitalisation

SA Tourism has updated its IT infrastructure with a particular focus on improving our key financial system. The IT Policy and Strategy are currently being developed and will be concluded by December 2022. All IT governance policies have been reviewed and approved by the ICT steering committee of SA Tourism. A key new initiative has been the development of the Cyber Security Framework which is currently being implemented in order to safeguard the organisation's digital platforms.

In an effort to digitising the organisation's environment, a critical initiative was the standardisation of digital marketing and campaign measurements so that SA Tourism is able to correctly ascertain the return on investment and to reduce the organisation's dependence on service providers. This initiative allows the organisation to track the performance of our marketing campaigns.

An integrated digital operating framework has been developed and is currently being executed. This framework ensures seamless integration of all technologies being utilised across the organisation and to capture critical data points that guides decision making.

Risk Management

SA Tourism has reviewed its risk management policy and strategy for the 2021/22 financial year as part of risk management governance and conducted its strategic and operational risk assessments to identify new and emerging risks. The implementation of the action plans is monitored on a monthly basis and reported to the Audit and Risk Committee quarterly for oversight.

The Audit and Risk Committee approved SA Tourism's risk appetite and tolerance framework. The 2021/22 risk register improved significantly in mitigating the identified risks, with several risks being minimised and moved to the operational risk register due to the movement in the risk ratings.

In implementing the recommendations of the 2020/21 Risk Management Maturity Assessment Report the following were concluded in 2022/23:

- The risk-bearing capacity report was developed and approved.
- The 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.

Internal Audit and Audit Committees

In line with the principles of combined assurance, the Audit and Risk Committee, EXCO, Management, Governance, Risk and Compliance, and Internal Audit worked collaboratively to ensure quality assurance while maintaining independence.

As part of the Audit and Risk Committee's responsibilities, predetermined objectives and KPIs are reviewed quarterly in line with the approved Strategic Plan and Annual Performance Plan. In addition to the financial and non-financial performance information, the Audit and Risk Committee ensures that South African Tourism complies with all applicable South African and international laws.

Compliance With Laws and Regulations

SA Tourism has concluded its compliance risk identification and instituted a compliance

universe and framework with a list of all applicable and identified legislation. The main purpose of the policy is to ensure that SA Tourism generally adheres to its compliance obligations and implements internal controls to manage and limit the risk of non-compliance. Furthermore, the policy determines SA Tourism's compliance risk appetite and tolerance levels. Other activities undertaken included conducting POPIA assessments and approving the POPIA policy and related schedules (Direct Marketing, Data Breach Response, Records Retention and Disposal, etc.) and putting in place a PAIA manual, as well as registering the information office.

Fraud And Corruption

South African Tourism developed and approved the Anti-Fraud Policy and Plan. The fraud risk assessment was conducted to identify high risk areas and weaknesses in the internal control environment. Ethics awareness sessions were conducted to instil an ethical culture at South African Tourism.

Organisational Planning & Reporting

In an effort to improve the organisation's FY22/23 planning process and ensure a collaborative process, the Global Marketing Forum was hosted in March 2022 to showcase SA Tourism's creative body of work to the sector and invite their key inputs as the organisation moved into execution. SA Tourism hosted its Planning Conference from 1st to 5th August 2022 as a platform for engagement with the extended management team of SA Tourism and in order to provide input to the first draft of the FY23/24 APP. The following stakeholders were part of this engagement:

- CEOs and Chief Marketing Officers of all provincial tourism authorities
- South African Association for Conference Industry
- Airports Company South Africa
- Airlines Association of Southern Africa
- Department of Home Affairs
- Department of Transport
- South African Local Government Association
- Brand SA.

Performance reporting across SA Tourism has been automated in the FY22/23 which ensures that performance against the FY22/234 Annual Performance Plan is real-time and credible. Portfolios of evidence are uploaded in support of the performance reports loaded onto the system by all business units.

2.2.7 Stakeholder Engagement

In an increasingly competitive market and global environment, SA Tourism must define its corporate brand architecture which will include defining the corporate image. As a corporate government agency, SA Tourism is responsible for shaping the international image of South Africa as a destination and shaping domestic tourism policy and practise through thought leadership. This was especially difficult to do during the 2020/21 fiscal year due to the ever-changing COVID-19 situation and the varying messaging stances taken by local and foreign stakeholders.

The SA Tourism Reputation Index is a key indicator in this regard, with the baseline expected to be established in FY21/22. The Corporate Reputation Index was 68.24 in the FY21/22. South African Tourism, in keeping with its objective, built a Stakeholder Engagement Framework during the course of the fiscal year. The tourism industry relies on cooperation between the public and commercial sectors, and many different players in the industry play vital roles in the industry, thus was an important initiative. Public and business sector participation both increased dramatically with the introduction of this framework. Several groups have begun working together to drive sector recovery.

SA Tourism and the Tourism Business Council of South Africa (TBCSA) reviewed and signed its Memorandum of Understanding that governs this critical working relationship. As part of the annual planning process, the organisation together with TBCSA and its associated organisations identified key work streams that focus on critical markets and segments in order that there is joint effort and collaboration to drive recovery.

Data-driven collaborations with stakeholders across the value chain, including Airport Company South Africa (ACSA) and South African National Road Agency (SANRAL), were formed to this end. In order to provide the sector with timely and accurate performance updates, a technical crisis response team was formed to gather and evaluate data in real time. By launching this programme, SA Tourism was able to collaborate with organisations like

ACSA, Flight Centre, SANRAL, and SANParks. Initiated by this drive, on December 24, 2020, the industry received its first quarterly Road to Recovery Report.

Continuous quarterly engagements were held with the Chief Executive Officers and Chief Marketing Officers of all Provincial Tourism Authorities (PTA) to engage on the progress made in relation to sector recovery and collaborative projects that could be jointly undertaken. In this regard, SA Tourism entered into a Memorandum of Understanding with PTAs which resulted in the development and execution of joint initiatives. SA Tourism participated in bilaterals with the Department of Tourism to engage on progress on recovery priorities and strategic plans.

SA Tourism, as a corporate agency of government, is tasked with the responsibility of providing thought leadership to the tourism industry domestically and to influence the way in which South Africa is perceived internationally from a tourism governance and coordination point of view. The 2020/21 financial year was a particularly challenging period in this regard, both from a communication perspective, given the dynamic COVID-19 landscape, and because of the shifting stakeholder messaging positions domestically and internationally.

SA Tourism took a position to stabilise the internal environment through a weekly staff engagement programme and to communicate with external audiences through a public relations communications programme.

SA Tourism's mission can only be fulfilled with the help of collaboration between various parties. In 2022/23 and beyond, SA Tourism, with its critical partners and stakeholders across the tourism eco-system will continue to work together and amplify its partnerships to meet the policy target of 21 million arrivals by 2030.


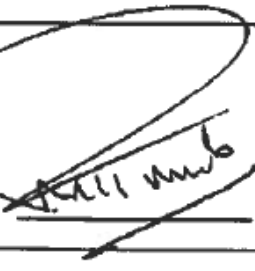

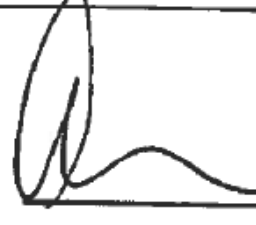

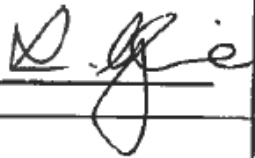


4. Conclusion

It is evident that in the next two and a half years to the end of the five-year term, it will be critical to amplify the organisation's efforts with regards to destination brand management, demand creation, sector transformation, and delivering the supply side of the tourism ecosystem. Building a strong, unique, and memorable brand personality while capitalising on the work factor should be the primary emphasis area for improving the overall strength of the brand from the point of view of South Africa. In improving the corporate brand, SA Tourism

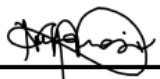
must be more visibly and lead the research, analytics, and insights agenda locally, regionally and internationally. A dedicated and concerted effort must be made to work with our partners and stakeholders in the public and private sectors to effectively deal with barriers to travel. Equally, there must be a focus on optimising SA Tourism's operating model and driving a high-performance culture.

The tourism industry cannot be designed for travellers of today, but for the traveller of 2040 who will require a very different kind of architecture.

Official sign off:

			
Zinhle Nzama A/Chief Convention Bureau Officer	Themba Khumalo Chief Marketing Officer	Bronwen Auret Chief Quality Assurance Officer	Nomasondo Ndlovu Chief Operations Officer
Date: <u>24/11/2022</u>	Date: <u>24/11/2022</u>	Date: <u>24/11/2022</u>	Date: <u>24/11/2022</u>
			
Robert Manson Chief Strategy Officer (Acting)	Nombulelo Guliwe Chief Financial Officer	Yolanda Kona Head: Strategic Planning, Evaluation & Programme Management	Themba Khumalo Chief Executive Officer (Acting)
Date: <u>24/11/2022</u>	Date: <u>29/11/2022</u>	Date: <u>28/11/2022</u>	Date: <u>29/11/2022</u>

Approved by:

 _____	_____
Dr. Nondumiso Maphazi Chairperson SA Tourism Board (Accounting Authority)	LN Sisulu, MP Minister: Tourism (Executive Authority)
Date: _____	Date: _____