



Inspiring new ways

EFFECTIVE DATE:	01 APRIL 2015	SA TOURISM PLANNING, REPORTING AND MONITORING FRAMEWORK	
REVISED DATE:	N/A	REFERENCE NUMBER:	SAT1Q-POL-25
NEXT REVIEW DATE:	1 APRIL 2017	BUSINESS UNIT:	OPERATIONS
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SA Tourism Planning, Reporting and Monitoring Framework

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1. DEFINITIONS

“Performance Information” performance information in the public sector is used as a generic term for non-financial information about government services and activities. In addition, “performance indicator” and “performance measure” are sometimes used interchangeably. The policy will use the term “performance indicators”.

“Activities” the processes or actions that use a range of inputs to produce the desired outputs and, ultimately, outcomes. In essence, activities describe “what we do”.

“Annual Performance Plan” means a plan that sets out what the Department intends doing in the forthcoming financial year and during the MTEF to implement its Strategic Plan.

“Annual Report” means a report that provides information on the performance of the Department in the preceding financial year for the purposes of oversight.

“Audit” an audit is an examination of records or financial accounts to check their accuracy and conformity with norms and criteria set out in advance. An internal audit is an assessment of internal controls undertaken by a unit reporting to management, while an external audit is conducted by the Auditor General of South Africa.

“Baseline” this is the current level of performance that the institution aims to improve. The initial step in setting performance targets is to identify the baseline, which, in most instances, is the level of performance recorded in the year prior to the planning period.

“NDT” refers to the National Department of Tourism

“Evaluation” means the systematic and objective assessment of an on-going or completed programme, project or policy, its design, implementation and results. The aim is to determine the relevance and the fulfillment of objectives, development of efficiency, effectiveness, impact and sustainability. Evaluation provides information that is credible and useful, enabling the incorporation of lessons learned into decision-making processes.

“Indicator” an indicator is a quantitative or qualitative tool that provides reliable means to measure achievement of programme performance against the stated output and helps to assess the performance of the Department

“Input” means all the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment, and buildings.

“Impact” means positive and negative, primary and secondary, long-term and short-term effects produced by a development intervention or the results of achieving specific outcomes such as reducing poverty and creating jobs.

“Performance Indicator” means a variable that allows the verification of changes or shows results relative to what was planned.

“Minister” refers to the Minister of Tourism

“Deputy Minister” refers to the Deputy Minister of Tourism

“Monitoring” refers to a continuous process of collecting and analysing data to compare how well a plan, programme; project or policy is being implemented against the expected results. It is a function that uses systematic collection of data on specified indicators to provide management and stakeholders with information on progress and the achievement of objectives.

“Outcome” means the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.

“Output” means the final products, or goods and services produced for delivery by SA Tourism. Outputs may be defined as “what we produce or deliver”.

“Performance” means a degree to which a development intervention operates according to specified criteria, standards or guidelines or achieves results in accordance with stated goals or plans.

“Quarterly Report” means a report that provides progress updates on the implementation of the Department’s Annual Performance Plan in the previous quarter, with particular reference to monitoring delivery against performance targets.

“Strategic Oriented Goals” identifies areas of organisational performance that are critical to the achievement of SA Tourism’s strategic objectives.

“Strategic Objective” states clearly what SA Tourism intends to do (or produce) in order to achieve its strategic goals.

“Strategic Plan” refers to a plan that sets out SA Tourism’s priorities, programmes and project plans for a five year period, as approved by the Board and the Minister of Tourism, within the scope of available resources.

“Target” means an expected level of performance or improvement required in the future.

“Validity” means the extent to which the data collection strategies and instruments measure what they purport to measure.

“Performance standards” The standard expresses the minimum acceptable level of performance that is generally expected.

“Tourism Act” means the Tourism Act no 3 of 2014

2. ACCRONYMS

SA Tourism – refers to South African Tourism

AFS – refers to Annual Financial Statements

AGSA – refers to the Auditor-General of South Africa (or his/her office)

APP – refers to the Annual Performance Plan

CEO – refers to Chief Executive Officer

CFO – refers to Chief Financial Officer

COO – refers to Chief Operating Officer

DPME – refers to the Department of Performance Monitoring and Evaluation

EXCO – refers to the Executive Management Committee made up of senior managers of SA Tourism

ENE – refers to Estimates of National Expenditure

NDT – refers to the National Department of Tourism

NT – refers to the National Treasury

DG – refers to the Director-General of the NDT

SRU – refers to the Strategic Research Unit

TBCSA – refers to the Tourism Business Council of South Africa

PFMA – refers to the Public Finance Management Act, Act 1 of 1999

MTEF – refers to the Medium Term Expenditure Framework

MTSF – refers to Medium Term Strategic Framework

NTSS – refers to National Tourism Sector Strategy

SONA – State of the Nation Address

3. PURPOSE

In terms of the statutory compliance requirements for planning purposes outlined in the PFMA including its Treasury Regulations, SA Tourism is required to prepare, document and implement informed strategic and performance plans aligned to its mandate and guided by its founding legislation relating to its establishment. In accordance with these requirements, these plans must be supported by an appropriate budget proposal.

Therefore in line with the above, this document will be SA Tourism's Planning Framework to complement the compliance requirements issued by the National Treasury through the Framework for Strategic Plans and Annual Performance Plans issued in August 2010.

4. LEGISLATIVE FRAMEWORK

In terms of section (4) of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), the accounting officer of a department must submit measurable objectives within its department's programmes to the National Assembly when the annual budget is introduced. This Act provides a framework for introducing strategic planning linked with the budgeting process as stipulated in the Treasury Regulations for National Departments. These actions were in support of its budgetary and financial management improvement programmes and reforms. As a result the Medium Term Expenditure Framework (MTEF) was introduced providing another firm foundation for the integration of planning and budgeting.

In line with the requirements of the *Framework for strategic plans and annual performance plans*, SA Tourism is required to develop a 5 year Strategic Plan which must be tabled before Parliament. Furthermore, the framework requires that an annual performance plan cover the upcoming financial year and the MTEF period. In view of the above, cognisance should be taken that the timelines of the planning, monitoring, evaluating and reporting processes are guided by the requirements of the PFMA and the Treasury Regulations.

The legislative requirements for strategic planning are found in: -

- Public Finance Management Act (PFMA) 1999, including its Treasury Regulations Part 9 of Chapter 29.
- Frameworks issued by the National Treasury pertaining to:
- Strategic Plans and Annual Performance Plan issued in August 2010
- Performance Information Handbook issued by the National Treasury in April 2011

5. BACKGROUND

The SA Tourism Planning, Reporting and Monitoring Framework is considered as a guideline aimed at fulfilling the required legislative and compliance requirements in terms of the PFMA and Treasury Regulations. It integrates strategic and financial planning done in accordance with the Medium Term Strategic Framework (MTSF) and the Medium Term Expenditure Framework (MTEF) in consideration of SA Tourism's organisational performance reporting requirements.

In order to achieve the above, SA Tourism is to transform the way it aligns its strategic planning and financial planning as well as instill a culture of accountability through structured performance reporting against the implementation of its Strategic Plan and Annual Performance Plan (APP).

This framework aims to improve the structures, systems, and processes required to manage strategic planning and performance information. It will also play a critical role in the budget allocation process. It will further be used to monitor the execution of business plans and other approved implementation plans developed with the aim of complementing the approved strategic plan and the APP. Furthermore, this framework defines roles and responsibilities for strategic planning and performance information. The availability of performance information allows managers to pursue results-based management approaches such as performance contracts and risk management.

It is important to note that the auditing of performance information carried out by the External Auditors (i.e. the Auditor-General) is located on a continuum between assurance on financial information (that is, whether financial information fairly presents the financial status of an organisation) and reporting on value for money

(that is, whether resources are used efficiently and effectively by public institutions to achieve desired outcomes) as follows:

- Performance information auditing shares a focus on performance with value-for-money audits and will help members of Parliament and members of provincial legislatures, national and provincial departments, public entities, municipalities, and the community to focus their attention on areas where performance and accountability can be improved.
- Performance information auditing shares with the financial assurance role the purpose of assuring the quality of core information used to report performance.
- Performance information facilitates effective and efficient accountability, enabling legislators, members of the public, and other interested parties to track progress, identify the scope for improvement, and better understand the issues involved.
- Performance information enables policy and legislation imperatives to be translated into service delivery.

6. PRINCIPLES

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

- Promote a culture of structured and informed planning and management of performance excellence and accountability at all levels in the Department;
- Be transparent with organisational planning and performance information;
- Provide an effective planning and review system;
- Provide early warning system/signs in the case of underperformance;
- Provide relevant and accurate information timeously
- Easily communicate performance results;
- Define roles and responsibilities for planning and managing performance information; and
- Improve integrated structures, systems, and processes required to conduct planning and manage performance information within the SA Tourism.

7. SA TOURISM STRATEGIC MANAGEMENT PROCESS

In terms of Part 9 Chapters 29 of the Treasury Regulations issued in terms of the PFMA as well as the Framework for Strategic Plan and APP, *“each year the accounting authority of an institution must prepare a Strategic Plan for the forthcoming MTEF period for approval by the relevant Executive Authority”*. SA Tourism, therefore, is required to prepare and submit the Strategic Plan and APP to National Department of Tourism and National Treasury respectively.

The SA Tourism adopted the Strategic Management Process as depicted below:-

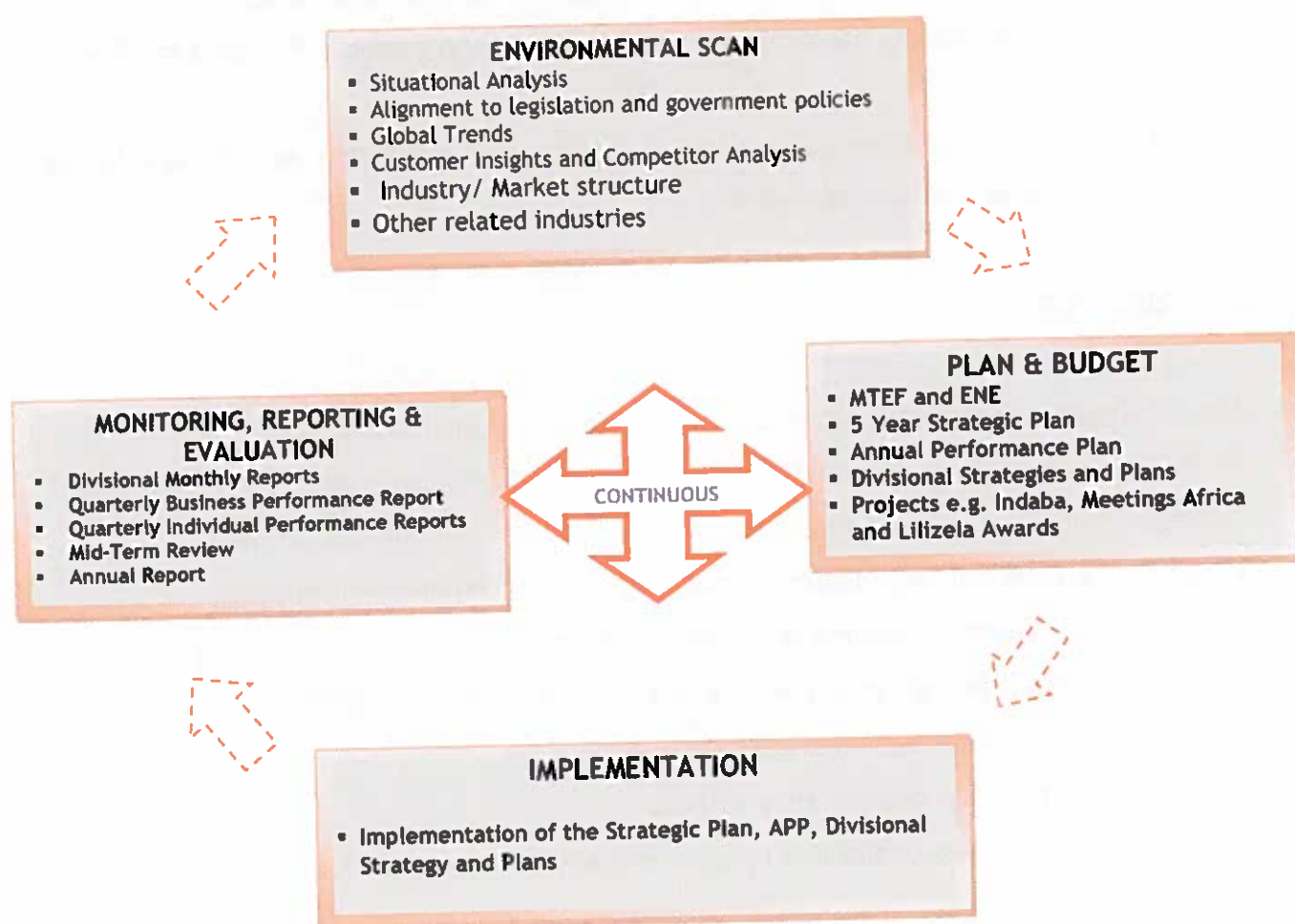


Figure 1: SA Tourism Strategic Planning Process

7.1 Environmental Scan

According to prescribed guidelines by the National Treasury, planning process and cycle of Public Entities result in the development of a five year Strategic Plan and an APP supported by a budget proposal for funding purposes. Further to this, Divisional Strategies and Plans are developed. Planning ensures that clear strategic direction is set and prioritised as informed by the following factors:

- Feedback on organisational performance and audit outcomes,
- Minister's Performance Agreements,
- Shareholder agreement between the Minister of Tourism and the Board,
- Government Programme of Action (PoA) and Cabinet Lekgotla outcomes *inter alia*.
- Mandate as outlined in the Tourism Act
- Expanded mandate as per the Minister's directive,
- NTSS and
- SONA

The expected outcome of this stage is the environmental scan which will inform the Strategic Plan and APP.

Leading this process will be the COO assisted by the Strategic Research Unit and Operations Support. Strategic Research Unit's role will be to collate market intelligence, global trends, consumer behaviour, competitor analysis, analysis of industry/market structure informing decision making and media buy as well as other related industries. All Heads/Managers of a business unit must attend and participate in the development of the first draft of the Strategic Plan and the Annual Performance Plan on an annual basis.

The role of Operations Support will be to collate information and develop the first draft Strategic Plan and APP for it to be discussed for inputs internally. Furthermore, Operations Support will advise on strategic risks as well as provide standardised processes, systems and formats for planning, monitoring and reporting. This stage should be completed by 30 June each year.

Overall responsibility for organisational planning is the CEO's together with the EXCO on behalf of the SA Tourism Board.

The Five Year Strategic Plan and its Annual Performance Plan (APP) will then be submitted to Board for approval by 15 August each year to ensure that the submission deadline of 31 August each year to National Department of Tourism and National Treasury is achieved.

7.2 Plan and Budget

7.2.1 First Draft Strategic Plan and APP – May to June

The expected outcome of this stage is the first draft of the Strategic Plan and APP which will inform the ENE submission to National Treasury. This high level draft Strategic Plan and APP will guide business units in the divisional planning. In 2015, this process will also lead to the review of Marketing Strategy.

Leading the preliminary planning process, the COO supported by Strategic Research Unit and Operations Support to conduct a situational analysis to determine both internal and external factors that impact on the operations of SA Tourism as informed by desk research as well as market insights shared by Country Managers – among others. SRU will set draft targets based on the SA Tourism approved methodology.

These targets will then be used to define strategic goals, objectives, performance indicators, baseline information and measurable targets indicators reflected in the Strategic Plan and/or APP developed by Operations Support. The 5 Year Strategic Plan will only be readjusted as and when required in the 5 year period, however the focus will be mainly be on developing APPs every year. Furthermore, Operations Support will consolidate the information which will be presented by COO at the Cross Functional Manco and EXCO for comments and input.

Subsequently, the budget process for ENE submissions will be synchronised with the Strategic Plan and APP. The latter will be led by the Chief Financial Officer to ensure that the 31 July deadline is achieved.

The first draft Five Year Strategic Plan and its Annual Performance Plan (APP) will then be submitted to Board for approval by 20 August at the Board Lekgotla. The Minister of Tourism with his/her Deputy Minister, the Director-General of the National Department of Tourism as well as TOMSA/ TBCSA will provide their strategic input during the Board Lekgotla.

7.2.2 Second Draft Strategic Plan and APP – September to November

Detailed business planning, as informed by the strategic direction defined by the Board in the 1st Draft Strategic Plan and APP, market insights based extracted from Brand Review, Country Managers input and desk top research, will commence towards the development of draft Divisional Plans.

This planning phase is planned from September to October as findings and insights extracted from this phase will inform the second Draft Strategic Plan and APP.

The second draft of the Strategic Plan and APP will also take into account change requirements informed by National Treasury, National Department of Tourism, budget allocation as well as any change in market trends and from other sources such as desk research, market insights shared by Country Managers etc.

COO will lead this preliminary review of the first draft Strategic Plan and APP to second draft Strategic Plan and APP supported by Strategic Research Unit and Operations Support. Informed by changes in market insights as well as budget allocation, Strategic Research Unit will then revise the targets. Operations Support will then consolidate inputs and produce the second Draft Strategic Plan and APP which will be presented by COO at the Cross Functional Manco and EXCO for comments and input. This session should be convened by 30 October each year in order to meet the 30 November deadline for submission to National Department of Tourism and National Treasury.

SA Tourism EXCO team must attend and participate in the development of the second draft of the Strategic Plan and the APP on behalf of the SA Tourism Board. The second draft Five Year Strategic Plan and its Annual Performance Plan (APP) will then be submitted to Board for approval by 20 January each year to ensure that the submission deadline of 31 January each year to NDT and NT is achieved.

7.2.3 Final Draft Strategic Plan and APP – January

The expected outcome of this stage is the final draft of the Strategic Plan and APP which will take into account any change in market trends as informed by the Brand Review results and any other sources such as desk research, market insights shared by Country Managers as well as the final allocation letter etc.

COO will lead this final review process supported by Strategic Research Unit and Operations Support. Informed by Brand Review results and changes in market insights, Strategic Research Unit will then revise and finalise the targets. Operations Support will then consolidate inputs and produce the final Draft Strategic Plan and APP which will be presented by COO at the Cross Functional Manco and EXCO for comments and input. This session should be convened by 15 January each year in preparation for Board approval of the final Strategic Plan and APP by 20 January each year to meet the 31 January deadline for submission to NDT and NT.

SA Tourism Executive Management team must attend and participate in the development of the final draft Strategic Plan and the APP on behalf of the SA Tourism Board.

7.2.4 Approval Process of the Strategic Plan and APP

Below is the summary of timelines for consultation and submission of the various plans:

Item	Submission Date	Submitted to
Global Revert	30 March	EXCO
MTEF Request Submission	30 June	NDT and National Treasury
First Draft Strategic Plan and APP	30 June	High Level Planning
NDT and TBCSA Input on First Draft Strategic Plan and APP	15 July	NDT and TBCSA (send to NDT and TBCSA 01 July)
First Draft Strategic Plan and APP	20 August	SA Tourism Board
First Draft Strategic Plan and APP	31 August	NDT and National Treasury
Draft Divisional Plans	September/ October	Detailed planning
Second Draft Strategic Plan and APP	30 October	Cross Functional Manco, Wider Management Forum and EXCO
Second Draft Strategic Plan and APP	20 November	SA Tourism Board
Second Draft Strategic Plan and APP	30 November	NDT and National Treasury
Allocation Letter Received	end November – mid December	NDT

Item	Submission Date	Submitted to
Amend ENE: Final ENE Submission (in line with Allocation Letter)	January	NDT and National Treasury
Adjust Budgets and Allocate to BUs	February	Business Units
Final Draft Strategic Plan and APP	December to January	Cross Functional Manco and EXCO
Final Draft Strategic Plan and APP	20 January	SA Tourism Board
Final Draft Strategic Plan and APP	31 January	NDT and National Treasury
Tabling of Strategic Plan and APP	February	Parliament
Final Divisional Plans	31 March	C5 and CEO for final sign off

7.2.5 Final Divisional Plans – February to March

Informed by the final Strategic Plan and APP and budgets have been approved by the Minister, Divisional Plans will be developed readjusted and refined. These will be inclusive but not limited to trade plans, consumer plans, PR and Communications plans. All Divisional Plans to be approved by no later than 31 March each year for implementation from 01 April.

7.3 Implementation – April to March

In order to ensure successful implementation of the approved strategic plan and APP, the following linkages between the strategic plan and other plans should be documented in the Implementation Approach depicted below:

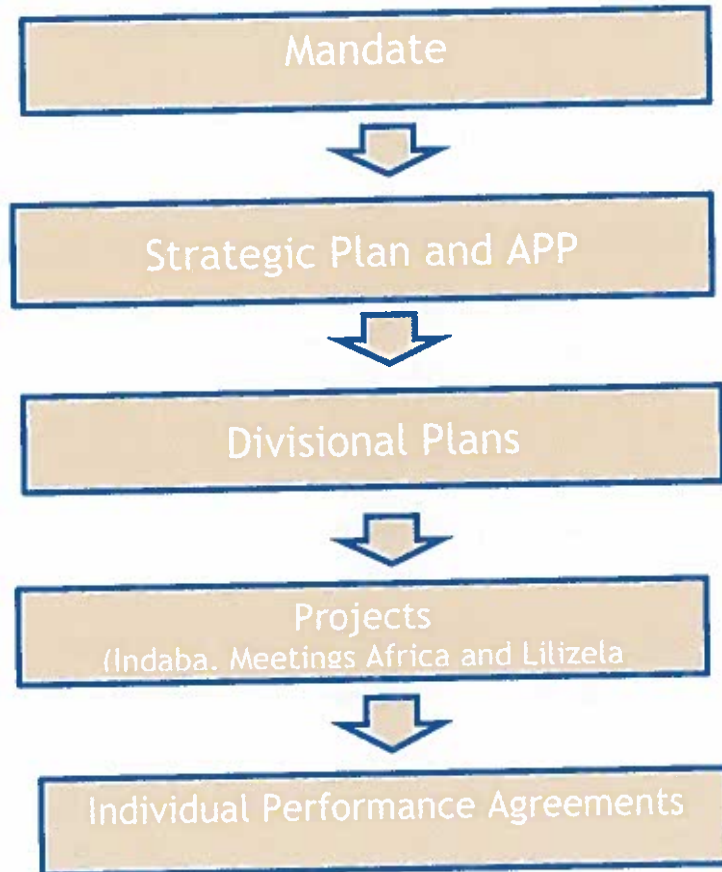


Figure 2: Implementation Approach

The COO assisted by Operations Support and Strategic Research Unit will ensure that the Annual Performance Plan is cascaded into the Divisional Strategies and Plans and Projects. Subsequently, COO supported by Operations Support in consultation with HR must ensure that all the individual performance agreements are aligned to the APP and Divisional Strategies and Plans and Projects.

7.4 Performance Monitoring, Reporting and Evaluation

Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback in respect of progress made in implementation.

The purpose of any monitoring and evaluation system is to ensure clear allocation of responsibilities and resources for strategy implementation as well as to ensure that early action can be taken on Plans that are not being implemented according to expectations. Quarterly Reviews will be scheduled for monitoring of organisational performance against the organisational strategic objectives as outlined in the approved Strategic Plan and APP as well as Divisional Plans.

7.4.1 Organisational Performance Monitoring and Reporting

All Divisions (C5) will be required to submit and present respective monthly performance reports at EXCO against the approved Strategic Plan and APP. These reports should include statistics where applicable, performance information as well as plans for the following month.

Quarterly Reports will be used to monitor progress made in implementing the APP at organisational level. Submissions will be required for all business units by the 20th day of the month after the reporting quarter has closed. These reports should include statistics as released and certified by Strategic Research Unit as well as the rest of the performance information. Although the COO will be accountable for the quality and the content of the Quarterly Reports against Organisational APP, all reports will be signed off by the Executives prior to submission. Prior submission to the National Department of Tourism, National Treasury and TBCSA, all quarterly reports must be signed off by the CEO, 2 days before submission date.

Organisational Performance Monitoring will be conducted quarterly by the CEO. This revamped approach will replace the newly established Quarterly Reviews and will include the following functions:

- Monitoring of organisational performance against plans;
- Consider progress / achievement on Strategy Implementation Plans;
- Identification of risks that may hamper progress / achievement of the plans;
- Consider changes in market conditions and market insights that may affect the achievement of objectives as outlined in the plans.
- Formulation of remedial actions to bring plans on track; and
- Consider opportunities to improve organisational efficiency.

In preparation for tabling of the Annual Report, the following steps should be implemented:

- Annual Financial Statements (AFS) to be submitted to Board in the May Board meeting;
- Submit AFS to AGSA for auditing by 30 May each year; and
- Submit Annual Report to NDT and 31 August each year.

Below is the summary of timelines for submission of reports as part of the Organisational Performance Monitoring and Reporting:

Item	Submission Date	Submitted to
Month 1 Performance Report – C5 – Divisional Plans	15 May	EXCO
AFS submission to Board – previous year performance	20 May	Board
Submit AFS for auditing – previous year performance	30 May	AGSA
Month 2 Performance Report – C5 – Divisional Plans	15 June	EXCO
Quarterly Business Performance Report for sign off	20 July	EXCO
Quarter 1 Business Performance Report and Management Account	30 July	NDT and NT
Organisational Performance Monitoring	30 August	CEO
Month 4 Performance Report – C5 – Divisional Plans	15 August	EXCO
Submit Annual Report	31 August	NDT, NT, DPME and AGSA
Month 5 Performance Report – C5 – Divisional Plans	15 October	EXCO
Quarter 2 Business Performance Report and Management Account	30 October	NDT, NT and DPME
Organisational Performance Monitoring	30 November	CEO
Annual Brand Review	15 November	Marketing, NCB and TGCSA
Month 7 Performance Report – C5 – Divisional Plans	15 November	EXCO
Month 8 Performance Report – C5 – Divisional Plans	15 December	EXCO
Quarterly 3 Business Performance Report and Management Account	30 January	NDT, NT and DPME
Organisational Performance Monitoring	28 February	CEO

Month 10 Performance Review – C5 – Divisional Plans	15 February	EXCO
Month 11 Performance Review – C5 – Divisional Plans	15 March	EXCO
Quarterly 4 Business Performance Report and Management Account	30 April	NDT and NT
Organisational Performance Monitoring	30 May	CEO
Submission of Annual Report	31 August	NDT and NT

7.4.2 Individual Performance Monitoring and Reporting

As indicated in Figure 2 above, individual performance review will be done in line with targets set in the Divisional Plans as informed by the approved Strategic Plan and APP.

Quarterly Reports will be used to monitor progress made in implementing Divisional Plans against the approved Strategic Plan and APP. To ensure vertical and horizontal integrated accountability, this in-turn will influence continuous individual performance reviews. It is envisaged that individual performance reviews will be done quarterly – led by HR. Prior implementation of this reporting approach, the Performance Management Process and HR Policy should be aligned accordingly.

Item	Submission Date	Submitted to
Mid Term Individual Performance Review	October	Human Resources
Year End Individual Performance Review	April	Human Resources

Business units will be required to submit the portfolio of evidence together with reported achievements for verification of reported performance. The role of Operations Support will be that of ensuring that organisational objectives are a sum total of individual goals as outlined in the individual performance agreements.

8. IMPLICATIONS

Full implementation of this draft SA Tourism Planning, Reporting and Monitoring Framework will require the following:

- Review of the Performance Management Process and HR Policy;
- Shareholder Agreement between the Board and the Minister;
- Templates and detailed schedules for planning and reporting;
- Alignment of Board calendar to the Planning, Reporting and Monitoring Framework;
- Alignment of EXCO calendar to the Planning, Reporting and Monitoring Framework;
and
- Alignment of the Wider Management Forum meetings to the Planning, Reporting and Monitoring Framework.

9. IMPLEMENTATION

This Framework will be implemented in the 2015/16 financial year.

10. PLANNING AND REPORTING PROCESS MAP

The attached Planning and Reporting Process Map outlines planning, budgeting, reporting and monitoring at an organisational and divisional level – refer to Annexure 1.2

11. PERFORMANCE INFORMATION GUIDELINES

Performance information management will be guided by the attached Performance Information Guidelines – refer to Annexure 2.

Note: Accounting Authority, SA Tourism Board and Board have been used interchangeably throughout the document.

Planning, Reporting and Monitoring Process Timeline

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ANNEXURE 2: PERFORMANCE INFORMATION GUIDELINES

PURPOSE

Public entities are required to report on a quarterly basis to the Executive Authority. Treasury Regulation 5.3.1 requires the Accounting Officer of a constitutional institution to establish procedures for quarterly reporting to the executive authority in order to facilitate effective performance monitoring, evaluation and corrective action. Treasury Regulations 29.3.1 and 30.2.1 state that the accounting authority of a public entity must establish procedures for quarterly reporting to the executive authority in order to facilitate effective performance monitoring, evaluation and corrective action.

In terms of the Treasury Performance Information Handbook (April 2011), a Performance Information Framework is a structured methodology for:

- The selection, description and management of quality and credible performance indicators for managing the organization's business strategy, linked to government-wide strategies, and
- Devolving PI management to the appropriate structures in the department or entity.

The main aim of this annexure is to guide SA Tourism on how to manage performance information that is required to construct the indicators and report against the targets set in the Strategic Plan and the APP.

BACKGROUND

This document is the official framework for sound performance management practices for SA Tourism.

Performance information indicates how well SA Tourism is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of government's mandate. Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting.

Performance information also facilitates effective accountability, enabling legislators, members of the public and other interested parties to track progress, identify the scope for improvement and better understand the issues involved.

Performance information is essential to focus the attention of the public and oversight bodies on whether SA Tourism is delivering value for money, by comparing their performance against their budgets and business plans, and to alert managers to areas where corrective action is required.

The most valuable reason for measuring performance is that what gets measured gets done. If an institution knows that its performance is being monitored, it is more likely to perform the required tasks - and to perform them well.

In addition, the availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking and market testing.

Practices and procedures referred to in this framework is in accordance with the Framework for Managing Program Performance Information published by National Treasury in May 2007.

SA Tourism has a responsibility to publish administrative and performance information to:

- Account to Parliament and provincial legislatures in accordance with sections 92 and 114 of the Constitution
- Be transparent and accountable to the public in accordance with section 195 of the Constitution
- Provide private individuals and the private sector access to information held by government that they can use in decision-making
- Provide researchers access to information.

OBJECTIVES

This annexure's main objective is to remain focused on its core functions and overall objectives of South African Tourism. Additionally the objectives of performance information are:

- Integration of performance information structures and systems within existing management
- Ensure processes and systems are in place
- Definitions and technical standards of all the information collected by the entity
- Processes for identifying, collecting, collating, verifying and storing information
- Use of information in managing results
- Publication of performance information.
- Appropriate capacity to manage performance information
- Appropriate systems to collect, collate, verify and store the information
- Consultation processes that ensure the information needs of different users are taken into consideration when specifying the range of information to be collected

- Processes to ensure the information is appropriately used for planning, budgeting and management within the institution, including:
 - Processes to set performance standards and targets prior to the start of each financial period;
 - Processes to review performance and take management action;
 - Processes to evaluate performance at the end of a financial period;
 - Processes to ensure that responsibility for managing performance information is included in the individual performance agreements of line managers and other officials; and
 - An identified set of performance indicators for reporting for oversight purposes.
- To ensure that SA Tourism's delivery is as efficient and economical as possible and the following is in place:
 - Strategic Plan;
 - Divisional Plans;
 - Sufficient Resources are allocated for the implementation of these plans; and
 - These plans are monitored and reported on.

RESPONSIBILITIES

2.1 Accounting Authority:

The Board in its capacity as Accounting Authority of South African Tourism is accountable to National Treasury and the National Department of Tourism and should provide these institutions with full and regular reports concerning matters under their control. The Accounting Authority should ensure that appropriate Performance Information Systems are set up in order to fulfill their accounting reporting responsibilities. They should also oversee such systems to ensure that they are functioning optimally and comply with this Framework and other relevant legislation, standards and guidelines.

2.2 Executive Committee

The Executive Committee is accountable for establishing and maintaining the systems to manage performance information. Their performance agreements should reflect these responsibilities. They should ensure there is appropriate capacity within the entity, as described in the paragraph for Line Managers and other officials.

2.3 Line Managers and Other Officials:

Line managers are accountable for establishing and maintaining the performance information processes and systems within their areas of responsibility. Their performance agreements must reflect these responsibilities.

2.4 Performance Information Management

Performance Information gets captured, collated and checked. The integrity of SA Tourism's overall performance information depends on how conscientiously the team fulfills its responsibilities. Consequently, all performance agreements and reviews deal explicitly with the quality of this aspect of their work in the following sequenced process:

- Country Managers and BUMs complete the performance results and reasons for variances and submit the report to their relevant C5.
- Relevant C5 reviews the reports and submits approved quarterly reports of their respective Business Units to PIMA for consolidation.
- PIMA consolidates information in the template, reviews results against substantiating evidence and ensures accurateness and accuracy of information in the reports then submits the consolidated report to GM: Operations.
- GM: Operations reviews and recommends the report for pre-approval to COO.
- COO reviews the report and recommends for CEO approval.
- CEO reviews, approves and submits final consolidated PI report to NDT.

HIGH-LEVEL KPI DEFINITIONS

Tourist arrivals:

Indicator title	Tourist Arrivals
Short definition	Number of non-resident South Africans travelling to South Africa for less than 12 months, and whose main purpose of the trip is other than the exercise of an activity remunerated from within South Africa and stays at least one night in South Africa
Purpose/ importance	This is a key indicator of the performance of the tourism sector as more visitors leads to tourism spending and the creation of jobs to service these visitors
Source/ collection of data	Statistics SA's release P0351: Tourism & Migration
Method of calculation	Each person entering the borders of South Africa gets their passport stamped and recorded at immigration control by the Dept of Home Affairs. These records are then made available on a monthly basis to Statistics SA for processing and reporting on Tourism & Migration. SA Tourism obtains the information directly from Statistics SA.
Data limitations	Third party reliance as the accuracy of the headcount depends on the reliability of the data obtained from Department of Home Affairs and Statistics SA
Type of indicator	Outputs

Calculation type	Cumulative – for the calendar year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase the number of foreign visitors who visit South Africa
Indicator responsibility	Chief Marketing Officer

Domestic Holiday Trips:

Indicator title	Number of domestic holiday trips
Short definition	<p>All those trips taken within the borders of South Africa by an adult resident in South Africa for the main purpose of a holiday. For such a trip to be considered a domestic tourism trip, the trip must have:</p> <ul style="list-style-type: none"> ▪ Been to a destination more than 40kms from the respondent's home (one way) ▪ Lasted one night but less than 365 nights ▪ Not been for relocation purposes ▪ Not been part of the respondent's regular commuting (unless it was for leisure or recreational purposes) ▪ Not result in the respondent receiving payment in the place visited for services rendered or goods delivered in the place visited.
Purpose/ importance	More holiday domestic trips leads to tourism spending and the creation of jobs to service these tourists
Source/ collection of data	SA Tourism Domestic Tourism Survey
Method of calculation	A monthly interviewer administered national survey of South African residents aged 18 years and older. The sample is stratified by province, population group, and geographic location. The results from the obtained samples are then reweighted to the broader population statistics, based on Stats SA's population estimates. Using SPSS, we calculate the number of domestic trips using the question "In the past 12 months how many trips did you take inside South Africa that lasted at least 1 night, but less than 365 nights?"
Data limitations	Small sample size
Type of indicator	Outputs
Calculation type	Cumulative – for the calendar year
Reporting cycle	Annual
New indicator	No
Desired performance	Increase the number of domestic trips

Indicator responsibility	Chief Marketing Officer
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Total Revenue:

Total Revenue	Spend by foreign visitors + Spend by domestic tourist
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Indicator title	Achieve spend by foreign tourists in South Africa
Short definition	The amount spent directly in South Africa by all foreign tourists excluding amounts spent on capital goods
Purpose/ importance	The amount of money spent by foreign tourists generates revenue for the country and contributes to GDP
Source/ collection of data	SA Tourism Departure Survey
Method of calculation	A monthly, interviewer administered survey conducted at OR Tambo and Cape Town International Airports as well as 10 land border posts of South Africa. Sample is drawn proportional to the actual arrivals for the month. Sampling points are the departure lounges at the airports and at the 3 points at the land border posts. The survey results are weighted to the total visitor arrivals into South Africa by air and road per month from the data released by StatsSA. Using SPSS, we calculate the average spend per tourist on the weighted data set for the question "How much was spent in South Africa?"
Data limitations	Survey data is weighted to the data released by StatsSA and as such we are reliant on a third party for the accuracy of the weights used for our survey
Type of indicator	Outputs
Calculation type	Cumulative – for the calendar year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase the average spend in South Africa per foreign tourist
Indicator responsibility	Chief Marketing Officer

Indicator title	Achieve spend by domestic tourist in South Africa
Short definition	All those trips taken within the borders of South Africa by an adult

	resident the money they spend on tourism related activities gets recorded.
Purpose/ importance	More domestic trips leads to more domestic revenue generated from domestic tourist and the creation of jobs to service these tourists
Source/ collection of data	SA Tourism Domestic Tourism Survey
Method of calculation	A monthly interviewer administered national survey of South African residents aged 18 years and older. The sample is stratified by province, population group, and geographic location. The results from the obtained samples are then reweighted to the broader population statistics, based on Stats SA's population estimates. Using SPSS, we calculate the number of domestic trips using the question "In the past 12 months how many trips did you take inside South Africa that lasted at least 1 night, but less than 365 nights?"
Data limitations	Small sample size
Type of indicator	Outputs
Calculation type	Cumulative – for the calendar year
Reporting cycle	Annual
New indicator	No
Desired performance	Increase the number of spent by domestic tourist
Indicator responsibility	Chief Marketing Officer

Brand Awareness

Indicator title	Global brand awareness
Short definition	An indication of the number of people who know of South Africa as an International destination for leisure purposes
Purpose/ importance	Brand awareness (how consumers recognize the existence and availability of a brand) is considered to be a prerequisite of a consumers' buying decision to visit South Africa as it represents the main factor for including a brand in the consideration set. This helps us understand our consumer's knowledge of our brand in our key Global markets
Source/ collection of data	SA Tourism's Brand Tracker Survey
Method of calculation	The survey is an online survey in 14 markets and a face-to-face, interviewer administered survey in Kenya and Nigeria. The sample consists of the target market in each country of focus and the sample is recruited through online research panels which are subject to strict quality assurance criteria. Respondents have to meet specific age,

	income, geographic and travel history criteria. The data is aggregated and weighted by SA Tourism's marketing spend in each country and visitor arrivals to South Africa. Awareness is measured by counting the number of people who mentioned SA to the following question "When you think about "international destinations for leisure purposes," which countries come to mind?"
Data limitations	None
Type of indicator	Output
Calculation type	Average – for the year
Reporting cycle	Bi-annual (Feb & Nov)
New indicator	No
Desired performance	Increase the awareness of SA as a destination for leisure purposes
Indicator responsibility	Chief Marketing Officer

Graded Accommodation Establishments:

Indicator Title	Graded Establishments
Short Definition	The number of tourism accommodation establishments that join the TGCSA Star Grading three year membership scheme and get quality graded.
Purpose/Importance	This tracks the number of operating tourism accommodation establishments that places an importance on quality assurance. This is important because it enhances South Africa's image as an internationally competitive tourist destination.
Source/Collection of data	An online application is made on the Tourism Grading Council website received by tourism accommodation establishments wishing to join the system. A TGCSA accredited Grading Assessor visits the establishment for an assessment and submits the recommended Star Grade and his motivation behind it to the monthly Awards Committee meeting for approval.
Method of calculation	<ul style="list-style-type: none"> • Any NEW establishment that has applied for grading, clicked on terms and conditions and has PAID their new invoice. • Any RENEWAL establishment that has an expiry date in the future • Any RENEWAL establishment that has an expiry date in the future and has received their invoice but not paid the renewal invoice. • Any RENEWAL establishment that has an expiry date in the past but has not paid their invoice as it is still within the deadlines given.

Data Limitations	None
Type of indicator	Outputs
Calculation Type	Cumulative for the calendar year.
Reporting Cycle	Quarterly
New Indicator	No
Desired performance	Increase the number of tourism accommodation establishments that get quality graded by the TGCSA.
Indicator Responsibility	Chief Quality Assurance Officer.

International Business Events:

Indicator Title	Number of Business Events
Short Definition	The number of business events hosted in South Africa
Purpose/Importance	This indicator ensures that South Africa is marketed as a meetings' destination and support is provided for bids in order to contribute to the number business events hosted in South Africa and to entrench South Africa's position as a world-leading business events' destination, such that it is globally recognised for business events' innovation
Source/Collection of data	International Congress and Convention Association country ranking report
Method of calculation	Research is undertaken to gain the information necessary to make a bid, and bid intelligence that will help the bid to be more successful. Bids are submitted for the international association conferences that meet the International Congress and Convention Associations' (ICCA) ranking criteria. ICCA only records association conference that was attended by at least 50 international delegates, rotates to at least 3 countries and takes place over 3 days.
Data Limitations	None
Type of indicator	Outputs
Calculation Type	Cumulative for the calendar year.
Reporting Cycle	Annual
New Indicator	No

Desired performance	This objective is to create a strong focus on the marketing and selling of South Africa, as a meetings' destination
Indicator Responsibility	Chief Convention Bureau Officer

REQUESTS FOR AMENDMENTS

Any change to KPI's or targets already approved by the Minister in the Strategic Plan and Annual Performance Plan of the current financial year requires Board and Minister's approval.

RECORD KEEPING

All performance information, quarterly reports and the portfolio of evidence shall be submitted to PIMA, on a quarterly basis, for safekeeping.